

# NATIONAL CONFERENCE ON SOCIAL WELFARE

## EXECUTIVE COMMITTEE

### Minutes

November 11 and 12, 1960  
Hotel Southern, Columbus, Ohio

### Attendance

Mrs. Victor Shaw, President	Mark Hale
Fred DelliQuadri, First Vice-President	William T. Kirk
C. F. McNeil, Second Vice-President	Robert T. Lansdale
Nathan Cohen, Third Vice-President	Esther Lazarus
Emery Brownell, Secretary	Seaton Manning
Fedele F. Fauri, President-Nominee	Almon R. Pepper
Mrs. George Abbott	John D. Porterfield, M. D.
Clark Blackburn	Harry T. Sealy
Rudolph T. Danstedt	Mrs. Savilla M. Simons
Eugene H. Freedheim	Elizabeth Wickenden
Frank Glick	Melvin Glasser, Chairman, U. S. Committee of ICSW

### Staff

Joe R. Hoffer, Executive Secretary  
Ruth M. Williams, Assistant Executive Secretary  
Ralph D. L. Price, Assistant Executive Secretary  
Harold Weiner, Public Relations Consultant  
Mrs. Eula Wyatt, Administrative Officer  
Mrs. Dorothy Hankins, Administrative Assistant  
Mrs. Maree Bope, Administrative Assistant  
Mrs. Barbara Nichols, Assistant Annual Forum Manager

Mrs. Victor Shaw, presiding

### I. Approval - Agenda

The agenda was approved as distributed earlier with provision to deviate from the schedule as circumstances might indicate.

### II. Approval - Minutes

The minutes of the Executive Committee meetings held June 4 and June 9, 1960 were approved as distributed August 25, 1960.

III. Election - Treasurer for three year term.

The resignation of Arch Mandel, after 25 years of service as Treasurer of NCSW, was accepted with regrets and appreciation for his contribution to NCSW. It was unanimously agreed to ask Arch Mandel to continue as Treasurer until the close of the 88th Annual Forum in the Twin Cities, Minnesota, May 14-19, 1961, at which time he be given special recognition.

It was moved and seconded that in the future the term for the Treasurer should be the same as for Executive Committee members, i. e. three years, with the possibility of re-election for a second term.

It was moved and seconded that Henry Zucker, Executive Secretary, Jewish Community Federation of Cleveland, be elected Treasurer for a three year term beginning May 19, 1961 with the term expiring at the close of the 1964 Annual Forum. The motion carried unanimously.

It was moved and seconded that in the future the Committee on Nominations should submit a slate of candidates for Treasurer to the National Board in the fall of the year preceding the expiration of the Treasurer's term, from which the National Board members would elect a Treasurer.

IV. Chairman of Committee on Finance - Method of Selection

It was agreed that the President should appoint a Chairman of the Committee on Finance, who might or might not be the same person as the Treasurer.

V. Report of administrative developments since 1960 Annual Forum

The Executive Secretary commented briefly on the written report on administrative developments since the Atlantic City Annual Forum, which had been circulated with the provisional agenda to members of the Executive Committee.

VI. Report of Program Committee

The President's report of the Program Committee was supplemented by comments from Ruth Williams, Assistant Executive Secretary. There was considerable discussion of the Annual Forum theme, "Concern for Human Welfare - Unifying Force for Survival," and the Committee on Program was asked to give it further consideration, taking into account the comments of the Executive Committee.

Only one definite speaker acceptance has been received for a General Session. Miss Julia Henderson of the United Nations who will speak on "Social Welfare in the Development of Nations."

Mrs. Shaw reported that instead of focusing all meetings on Wednesday on one topic as has been done in the past few years, the program for 1961 will include "Toward the Elimination of Poverty" as the topic which has been selected for intensive treatment. It will be discussed at the Monday morning General Session and will provide the background for a series of meetings during the week. This is an attempt to set into motion part of the recommendations of the Study Commission.

#### VII. Program Format for 1962

President-Nominee Fedele Fauri reported on plans for the 1962 program format of the Annual Forum in keeping with recommendations of the Study Commission. He said he did not feel that the President-Elect should attempt to select the basic problems or issues to be emphasized two years prior to the Annual Forum for which he serves.

It was agreed that the number of basic issues to be selected for 1962 would be determined by the Officers of NCSW at their meeting in March, 1961, taking into account their appraisal of available staff time and financial resources for successful implementation of the plan.

#### VIII. Report of Committee on Staff Personnel

Mrs. Eula Wyatt of the NCSW staff reported on the meeting of the Committee on Staff Personnel which was held on November 10.

Following the report, it was moved, seconded and unanimously passed that the personnel policies include approval for NCSW to purchase annuities in behalf of individual staff members who so elect, under provisions of the 1958 amendment of the Internal Revenue Act.

#### IX. Selection of 1961 Award Winner

Frank Glick presented the recommendations of Subcommittee B. He reported on the criteria used by the Subcommittee in selection of the award winner and recommended that future committees use the same criteria and that they be publicized in advance.

1. Identifiable creative contribution;
2. Contribution to be of national significance;
3. Contribution to be relatively recent;
4. Contribution to be related to some current broad issue in social welfare.

The recommendation was formally adopted.

It was moved and seconded that Aime J. Forand be given the 1961 NCSW Award. Motion carried unanimously.

It was agreed that the 1961 Award winner be publicized prior to the 1961 Annual Forum.

X. Reports of Subcommittee Chairmen

A. Subcommittee A - Annual Forum Administration - Seaton Manning, Chairman

1. Sites of Future Annual Forums. Mr. Manning reviewed previous actions of the Executive Committee in setting dates and sites of future Annual Forums as follows:

1961 - 88th Annual Forum - Twin Cities, Minnesota, May 14-19

1962 - 89th Annual Forum - New York City, May 27-June 1

1963 - 90th Annual Forum - Cleveland, Ohio, May 19-24

1964 - 91st Annual Forum - Los Angeles, California, May 24-29

It was recommended and formally approved that the 92nd Annual Forum be held in Atlantic City in 1965, with Philadelphia as an alternate choice.

The Executive Committee voted to hold the 93rd Annual Forum in Detroit in 1966 with Chicago as an alternate choice.

2. Exhibits. Chairman Manning reported that to date, only one application for exhibit booth space at Minneapolis had not been previously approved. He moved that the Federal Association for Epilepsy be approved as an exhibitor at future Annual Forums. This was seconded and approved.

The Executive Committee voted unanimously to give authority to the President and Executive Secretary to approve new exhibitors received between now and the time of the Annual Forum.

3. Complimentary Registrations for Annual Forums. Following discussions, the following motion was formally adopted: That admission cards be provided for all program participants to admit them to the meetings in which they are taking part, and that full complimentary registration be provided for program participants from outside the social welfare field, with suitable letters from the Conference.



4. Associate Groups. A motion was made seconded and passed that in the future, Associate Groups be automatically billed for their annual assessments instead of following the present method of submitting formal applications for Associate Group status. It was also agreed that the matter of soliciting new Associate Groups be made the responsibility of a committee selected from members of the Executive Committee.

B. Subcommittee B - Publications, Public Relations and NCSW Awards - Mrs. Savilla M. Simons, Chairman

1. Publications. It was unanimously agreed that the Editorial Committee be given the authority to determine what volumes of papers are to be published from the 1961 Annual Forum. The Committee is urged to publish only those volumes which are warranted by the quality of the papers presented at the Annual Forum. Members of the Committee are not to feel obligated to publish a volume in each specialty if papers are not of sufficient quantity and/or quality.

NCSW staff was authorized to work with the National Institute of Mental Health to compile a list of those organizations which would most benefit from the volume "Mental Health and Social Welfare." This list is to include community health organizations and is to be used for the distribution of 1000 free copies of the volume.

It was moved, seconded and passed that in general, the policy of duplicate publication of Annual Forum papers should not be permitted but some leeway is needed in cases whereby duplicate publication, the papers might reach a different audience.

2. Public Relations. The committee voted in favor of the motion that a Public Relations Committee should be established and centered in New York City with a member of the Executive Committee as Chairman.

It was further agreed that during the 1961 Annual Forum an experiment be carried on to provide public relations consultation.

3. New NCSW Symbol. A new NCSW symbol was adopted unanimously. The symbol is to be a red oval with white lettering of NCSW printed inside the oval, and the lettering "National Conference on Social Welfare" is to encircle the outside of the oval.
4. Revision of Constitution and By-laws. In order to implement the recommendations of the NCSW Study Commission Report, it was unanimously agreed that a revised draft of a new Constitution be

prepared to be submitted to the membership in February, 1961. A thorough revision of the Constitution and a set of By-Laws should be prepared for submission to the members at a later date.

C. Subcommittee C - Membership, Associate Groups and State Conferences -  
Clark W. Blackburn, Chairman

1. Annual Meeting of Members. After considerable discussion of ways to increase interest in the annual meeting of members, the Executive Committee was in accord that the annual meeting in Minneapolis be a panel discussion with representatives of various groups served by NCSW - laymen, untrained workers, and those from other professions - each of whom would speak on what the NCSW means to him and what his expectations are of the Annual Forum.
2. NCSW Relationship to State Conferences. A motion was moved, seconded and approved that NCSW move ahead on implementing a plan - either the 1956 proposal or a new one - for a national consultation service for statewide organizations and that APWA be included, with the other national organizations, in the planning.
3. NCSW Relationship to NASW. Following a discussion of the relationship of the NCSW to the NASW and the question of NASW assessment, the following motion was passed: That NASW be asked to continue its current Associate Group assessment fee for this coming year but be informed that all Associate Groups are being asked to voluntarily raise their assessment fees. The NASW should also be informed that the NCSW recognizes the seriousness of the questions raised by NASW and intends to pursue them.

D. Subcommittee D - Financial and Executive Committee Affairs (The actual figures for 1960 and the 1961 and 1962 budgets appears in the Attachment)  
C. F. McNeil, Chairman

1. Associate Group Assessments. The subcommittee recommended and the Executive Committee concurred that no increase in Associate Group assessment fees be made at this time, but that consideration be given to the development of a plan for a graduated scale of assessments, including criteria. A report is to be presented to the Officers in March.
2. Federated approach to financing national organizations providing common services. It was moved, seconded and passed that NCSW take the initiative in starting discussions with other national organizations providing common services, e. g. planning, education, public

relations, personnel services, etc., on a possible joint approach to local communities for financial support.

3. Review of budget for 1961. After a comprehensive review of the budget for 1961, the Executive Committee voted that the Annual Forum registration fee be increased to \$7.50 and that increases X in Associate Group assessments be left to the Associate Groups on a voluntary basis. The budget of \$194,000. for 1961 was approved (see Attachment #1).
4. Financial Arrangement of NCSW with ICSW and U. S. Committee of ICSW. It was the consensus that an arrangement whereby an annual sum of \$5,000. be requested from the U. S. Committee in payment for minimal services to be rendered by the NCSW in providing the Secretariat to the U. S. Committee be approved for 1961, subject to review at the end of 1961.
5. 1962 Request Budget. It was moved and passed that a budget of \$199,700. for 1962 be approved. (See Attachment #1).
6. Approval of the Selection of an Auditor for the 1961 Financial Accounts. John Gerlach and Company of Columbus, Ohio was authorized to audit the NCSW financial accounts for 1960.
7. Seat of ICSW Secretariat. Unanimous approval was given to a motion that the Executive Committee of NCSW be on record as willing to continue the present arrangement of providing Secretariat services for ICSW if agreeable to ICSW. It was agreed that it would be desirable for such an agreement to be made for at least five years.

This action is to be transmitted to ICSW through the two U. S. representatives to ICSW.

XI. Other business

There was no other business.

XII. Time and place of next meeting

The Officers will meet in New York City in March, 1961, and the next meeting of the Executive Committee is scheduled in Minneapolis, Minnesota, Hotel Leamington, on Saturday, May 13, 1961.

Emery Brownell  
Secretary

March 1961

INFORMATION FOR THE  
NATIONAL BUDGET AND CONSULTATION COMMITTEE

PREPARED BY

National Conference on Social Welfare  
22 West Gay Street, Columbus 15, Ohio  
345 East 46 Street, New York 17, N. Y. (Branch Office)  
Joe R. Hoffer, Executive Secretary

Capital 4-5772  
Murray Hill 2-6117

HUMAN NEEDS SERVED

1. Specific Human Needs

a. Nature and Scope of Human Needs Served by NCSW

The NCSW provides an educational forum program for the critical examination of basic social welfare problems and issues. Since 1874 the NCSW Annual Forums, publications and services to state and international conferences have been a constructive and vital force in the field of social welfare by:

providing significant educational values for workers and volunteers;

offering a unique opportunity for the broadest kind of interpretation to the public;

providing a chronological and cumulative record of basic developments;

emphasizing the common elements among workers and organizations.

These services are for the entire country. They relate to general problems arising from local needs. Outstanding leaders in the professions--in labor, business and industry, and in other citizen groups who are interested in social welfare--are brought together with volunteer workers and with those who have made a career of work in this field. Only the NCSW provides such a forum for the entire social welfare field and for the entire country.

Conferences and conventions are characteristic phenomena of the American way of life. Social welfare as a modern form of expression of society's concern for human beings is no exception to the rule.



The NCSW is recognized as having great influence on social welfare in this country. It has direct influence upon social welfare agencies and their services in local communities.

A special 75th Anniversary historical volume, Trends in Social Work as Reflected in the Proceedings of the NCSW 1874-1946, was written by Frank J. Bruno in 1948 and represents one of the basic resources in the field. A revision, which covers the next ten years, was published and distributed in May, 1957.

b. Extent of Responsibilities of NCSW Toward Meeting These Needs

The Annual Forum program content encompasses the gamut of human problems which are included in the social welfare field and closely related fields. In the past five-year period there were over 2,000 individual and group presentations at these Annual Forums. A comparison with the topical subjects in the Social Work Yearbook revealed that the Annual Forum programs included papers on all of these subjects. The 60 Associate and Special Groups which support the Conference play an important part in the planning process for each Annual Forum. There is a regular interchange among these groups on program content. The Conference is seeking additional means to work cooperatively with national organizations having forum activities in order to prevent duplication of effort.

The themes for the past five Annual Forums were:

- 1960 -- The 60's...Social Welfare Responds to a New Era
- 1959 -- New Knowledge - Consequences for People
- 1958 -- Accent on Prevention
- 1957 -- Expanding Frontiers in Social Welfare
- 1956 -- The Challenge of Change

While it is difficult to summarize briefly the basic problems which have been given special attention, the theme for each Annual Forum emphasizes the major thread of the presentations. In addition, rehabilitation, social work personnel, interpretation, understanding of group life, new developments and techniques, and critical issues in voluntary and governmental programs received attention in the more than 350 meetings scheduled during the Annual Forum held in 1960 in Atlantic City.

2. Agency Goals

a. National and Community Goals

The NCSW is a voluntary association of approximately 5,500 individuals and 1,150 local and national organizational members. An additional 3,000 individuals attend each Annual Forum. A considerable but undetermined number of additional individuals read the more than 6,000 copies of the official Proceedings which are distributed free or sold annually.



The NCSW stimulates educational growth, helps establish and develop standards of work, and brings coordinated experience from state, national and international programs to bear on local social welfare problems. It accomplishes these objectives by:

- (1) Considering, appraising and discussing current economic and social conditions affecting the field of social welfare;
- (2) Providing opportunities to share experience on such important subjects as recruitment of personnel, public and voluntary agency relationship, juvenile delinquency, aged, family breakdown, chronic illness, and others;
- (3) Reporting accomplishments and undertakings;
- (4) Submitting the results of studies and research;
- (5) Raising questions, offering ideas, suggestions and recommendations as a basis for the formulation of platforms and the endorsement of specific proposals which may be used by interested organizations;
- (6) Assisting individuals and organizations with their specific technical and professional problems through exhibits and consultation services at the time of the meetings.

b. Important Contributions

The Conference must remain sensitive to local conditions, needs and reactions. Membership, which is one index of local interest, has held up despite severe competition for the individual's dollar. The problem is one of selecting priorities and keeping abreast of the major demands for service and membership participation. The Conference Study Committee in 1949 concluded that if the forum function is to be performed properly, it requires democratic control, broad individual and organization participation, planning and independence of control.

A new Study Commission was appointed in November, 1957, to consider the future role of NCSW including relations with Associate Groups. It has reaffirmed the general conclusions of the 1949 Conference Study Committee and has recommended a more integrated and intensive approach to needs and services in social welfare and a greater voice for national organizations in program planning.

Attendance at Annual Forums is another rough index of the effect of the Conference on local communities. The paid registration during the past five years has ranged from 4,291 to 6,510. Attendance at the 1952 Annual Forum in Chicago was next to the highest in the history of the Conference. The highest paid registration was 7,205 for the year 1941 in Atlantic City.

PROGRAM AND ACCOMPLISHMENTS3. What the Agency Does

The major function of the Conference is an educational one. The service functions include:

a. Annual Forum Administration

- (1) The Annual Forum. This extends eight days (including pre-Annual Forum meetings of three days) and includes about 350 separate meetings and nearly 500 speakers, discussants and presiding officers. The types of meetings held are:

- (a) The NCSW Program Committee Meetings. These are planned and held directly under the auspices of NCSW and include three types:

General Sessions addressed by nationally known figures on broad economic and social topics of basic concern to all in the health and welfare field;

Section Meetings dealing with the generic subject matter in the field of services to: individuals and families; groups and individuals in groups; and, agencies and communities;

Common Service Meetings dealing with specific non-technical content in the fields of social research and social studies; personnel and administration, public relations; methods of social action; planning meetings and conferences in social welfare; and, financing of social welfare services. These embrace subject matter with which the practitioner, supervisor, administrator, consultant and board members should become acquainted.

- (b) Associate and Special Group Meetings. There are about 60 national organizations which hold status as Associate and Special Groups and which plan and hold approximately 200 of their own meetings in conjunction with the NCSW. A committee on Combined Associate Group Meetings plan meetings on subjects of common interest and concern.
- (c) Extra-Program Meetings. An additional 150 meetings are held which do not appear in the program, as many groups and organizations take advantage of the presence of their constituents to hold special meetings.
- (d) Exhibits and Other Audio-Visual Aids. In 1960 there were 151 consultation and exhibit booths set up by 127 national and state social welfare organizations and 5 commercial organizations. Special exhibits included a Combined Book Exhibit. Outstanding films and film strips and other

audio-visual aids in social welfare were selected and shown by a special committee of the Conference.

- (e) Consultations, Conferences and Interviews. Those in attendance find value in talking to leaders and experts and to those with similar experience in other parts of the country.
- (f) Employment Service. This service, inaugurated in cooperation with The National Social Welfare Assembly and the U. S. Employment Service, coordinates the job-hunting and job-finding activities which have always been a part of Annual Forums and without in any way conflicting with individual employment services offered by national agencies. In 1960 job orders amounting to 536 (1,078 openings) came from agencies throughout the U. S. Applications from 329 individuals seeking positions came from many states and the U. S. territories.

b. Publications

Publications during 1960 of the NCSW included Social Welfare Forum, an annual bound volume of the official proceedings of the Annual Forum; five additional volumes containing selected papers presented at the Forum in Casework, Group Work, Community Organization; Mental Health and Social Welfare Administration and a quarterly Conference Bulletin.

c. Services to State Conferences

The NCSW serves as the secretariat for the Association of State Conferences for which it conducts regional and national meetings, collects and distributes material of interest to groups, makes occasional studies, publishes semi-annually a Directory of State Conferences, and performs other services.

d. International Social Welfare Services

The NCSW has had much to do with originating and fostering the ICSW. It provides a Secretariat for the ICSW and is reimbursed for the services rendered.

U. S. Committee of ICSW

On October 1, 1959 the U. S. Committee of ICSW became a semi-autonomous body within the NCSW. Under this new relationship the NCSW assumed responsibility for the activities of ICSW in this country, but the U. S. Committee continues its responsibility for the annual financial quota to ICSW.

e. Membership Promotion and Processing

Memberships fall due January 1 or July 1 of each year. Statements and follow-up mailing to members generally include information about

book services and other items of interest. With about 7,000 members and a 25-35% turnover, some 9,000 memberships are processed in a year. Membership promotion involves two general methods: (1) direct mail appeals to lists of prospects; (2) invitations to attend the Annual Forum and to become members when registering. About 18,000 notices of the Annual Forum and 12,000 preliminary programs were distributed in 1960 through the help of national, state, and local welfare agencies. The temporary staff of the Annual Forum is trained to enlist new memberships.

f. Membership Participation

Membership participation refers to the organization and program maintained to give members a full opportunity to participate in developing the program of the Annual Forum, the publications program, and in building the slate of candidates for election to office of the Conference. It covers all services related to the election of officers and committee members, including the work of the Nominations Committee. All services related to the Executive Committee are also included in this item.

ORGANIZATION

4. Local Units

a. Community Relationships

The Conference has individual and organizational members in a large number of communities, but it does not have local chapters or branches. Therefore, it can work only through established local and state organizations. It must look to these organizations to solicit program and nomination suggestions, enlist new members, help interpret the Conference, and in every way stimulate and facilitate membership participation in the program of the Conference. The Executive and Nominations Committees have representation from each of the nine regions in the country which are used by the Conference for administrative purposes.

b. Community Service Visits

The Conference staff does not make service visits in the ordinary sense. However, the staff, officers and committee chairmen participated (usually by request) in 38 local, state, national and international activities in 1960, as follows:

Local Institutes and Groups	20
State Conferences	8
Regional Institutes	4
National & International Conferences	6

It is estimated that there is some group or staff activity in several hundred communities in relation to the program of the Conference.



The Conference staff has had invitations from many of the 48 state conferences for visits and additional services such as regional institutes, "on-the-spot" consultation, etc. Many requests from local communities have to be rejected because of the lack of adequate resources.

c. Reporting to Membership

The summary of the financial report is published annually in the winter issue of the Conference Bulletin. The treasurer reports briefly during the Annual Forum. In addition, the full financial report is included as an attachment to the Executive Committee minutes.

A copy of the last annual audit is filed with the National Budget and Consultation Committee.

d. Reimbursement for Direct Services

It is the policy of the Conference to seek reimbursement for services rendered to national organizations for the following items: (1) printing of announcements of their meetings and activities in the preliminary and final programs of the Annual Forum; (2) notices and ads in the Annual Forum Daily Bulletin and other publications; (3) booths for exhibits and consultation service at the Annual Forum.

The Associate Group assessment fees (1960--\$6,500), included in the membership in Table I, pay for partial cost of Associate Group meetings.

Publications are distributed free or are sold at cost to members. Nonmembers pay regular prices.

The International Conference of Social Work reimburses the Conference for some of the expenditures made on its behalf.

5. Incorporation and Tax Exemption

The Conference was organized in 1874. It was incorporated as a non-profit organization first in Illinois on September 28, 1916. On March 13, 1951 it was incorporated in Columbus, Ohio.

Contributions are tax exempt and a copy of the letter from the U. S. Treasury Department is on file with the National Budget and Consultation Committee.

6. Officers

The Officers of the Conference for 1960-61 are:

President

Mrs. Victor Shaw, Lay Person and Board Member  
of national organizations, Fairmont, West  
Virginia



First Vice-President

Fred DelliQuadri, Dean, New York School of Social Work, Columbia University, New York, New York

Second Vice-President

C. F. McNeil, Executive Director, Health & Welfare Council, Philadelphia, Pennsylvania

Third Vice-President

Nathan Cohen, Dean, School of Applied Social Sciences, Western Reserve University, Cleveland, Ohio

Secretary

Emery Brownell, Executive Director, National Legal Aid & Defenders Association, Chicago, Illinois

Treasurer

Arch Mandel, Formerly Executive Secretary, Massachusetts Community Organization Service, Boston, Massachusetts

Immediate Past President

Charles I. Schottland, Dean, Florence Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University, Waltham, Massachusetts

7. The Corporation, Board and Executive Committee: Meetings and General Practices

- a. The Executive Committee, which is the governing body, is elected by & the members in a mail ballot. It is made up of 8 officers and 22 others members. Six of the officers are elected annually by the membership and the Treasurer is elected by the Executive Committee. The eighth is the immediate Past President who becomes a member by constitutional provision. Of the 21 other members, 7 are elected annually for a three-year term. No person can be nominated for more than two consecutive terms.
- c. The Executive Committee held two meetings in 1960 with an average attendance of 22. Seven members of the Executive Committee constitute a quorum. The officers held one additional meeting with an attendance of all eight members.
- d. The Executive Secretary, who is the executive officer and ex officio member of the Executive Committee, is the only member who receives compensation. The Conference pays travel and living expenses for the fall meeting of the Executive Committee and the spring meeting of the officers.
- e. For list of members of the Executive Committee, see Exhibit B.

8. Staff: Members, Organization, Salary Ranges and Retirement Plans

- a. The NCSW has 3 full-time professional staff members; 5 full-time administrative assistant staff members; and 3 full-time secretarial

and clerical staff members. A public relations consultant and a financial records consultant are employed on a per diem basis. Additional temporary staff are employed during the period of the Annual Forum.

- b. See Exhibit C, for a List of Salary Ranges by Classification of Positions.
- c. See Exhibit D, for Chart of Staff Organization.

NATIONAL CONFERENCE ON SOCIAL WELFARE  
22 West Gay Street, Columbus 15, Ohio  
345 East 46 Street, New York 17, New York (Branch Office)

I AGENCY STATEMENT ON NEEDS, PROGRAM AND ORGANIZATION

Human Needs Served

The NCSW was founded in 1874 because "The times called for a national clearing house of ideas and experience; a national medium for the exchange of opinion; a national forum in which to debate and appraise differing theories, policies and practice; a platform from which could be presented fresh information on social problems and methods of dealing with them as the frontiers of knowledge were moved forward." The Conference endeavors constantly to help social welfare agencies serve human needs by providing significant educational values for workers and volunteers; offering a unique opportunity for the broadest kind of interpretation of social welfare to the public; providing a chronological and cumulative record of developments in the field; emphasizing the common elements among all workers and organizations.

What the Agency Does

Providing an annual forum for the critical examination of basic social welfare problems and issues, and for the advancement of professional and public understanding of the social welfare field, the Conference's functions include:

a. Annual Forum Administration

- (1) The Annual Forum extends over 8 days with about 350 separate meetings and nearly 500 speakers, discussants and presiding officers. The kinds of meetings held are: the NCSW Program Committee Meetings which include general sessions, section meetings, and common service meetings; Associate and Special Group Meetings--60 national organizations plan and hold approximately 200 of their own meetings in conjunction with the NCSW; and about 100 Extra-Program Meetings.

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- (2) Other Annual Forum Services are: Exhibits and Other Audio-Visual Aids including in 1960, 151 consultation and exhibit booths; Consultation, Conferences and Interviews -- providing opportunity for participants to confer with national leaders, experts, and colleagues on common problems.
  - (3) An Employment Service is also provided. In 1960 agencies listed 1,078 openings, and 329 applications came from individuals seeking positions.
- b. Publications. Publications of the Conference include Social Welfare Forum, an annual volume of official proceedings; volumes on casework, group work, and community organization; and the quarterly Conference Bulletin.
  - c. Services to State Conferences. The NCSW serves as the secretariat for the Association of State Conferences.
  - d. International Social Welfare Services. The NCSW shares its staff, office and facilities with the International Conference of Social Work and is reimbursed for services rendered. It also provides the secretariat for the U. S. Committee of the ICSW which is a semi-autonomous body within the NCSW.
  - e. Membership Promotion and Processing. With about 7,000 members and a 25-35% turnover, about 9,000 memberships are processed annually.
  - f. Membership Participation. Members participate widely in developing Annual Forum program, the publications program and the slate of candidates for office.

### Organization

History. Organized 1874; first incorporated in Illinois in 1916; subsequently incorporated in Ohio, 1951.

Board and Executive Committee. Governing body is Executive Committee elected by the members; made up of 7 officers and 21 other members--7 elected annually for 3-year terms. In 1960 two meetings of Executive Committee were held with an average attendance of 22.

Officers. President, Mrs. Victor Shaw; 1st Vice-President, Fred DelliQuadri; 2d Vice-President, C. F. McNeil; 3d Vice-President, Nathan Cohen; Secretary, Emery Brownell; Treasurer, Arch Mandel; Immediate Past President, Charles I. Schottland; President-Nominee, Fedele Fauri.

Staff. Joe R. Hoffer, Executive Secretary; 8 full-time professional and administrative staff members; 3 full-time secretarial and clerical workers. A Public Relations consultant is employed on a per diem basis; additional temporary staff employed during Annual Forum period.

Structure. NCSW does not have local chapters or branches but has individual and organizational members in a large number of communities.

## NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE I

INCOME (\$ thousands)

	1959 <u>Actual</u>	Year to 12/31/60 <u>Actual</u>	Appd.	Year to 12/31/61 <u>Optg.</u>	Appd.	1962 <u>Request</u>
<u>Cash and Securities</u>						
On hand, January 1	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8	\$ 8
Less Working Balance	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
Net available for Budget	--	--	--	--	--	--
<u>Earnings and Income</u>						
Memberships						
Renewals	67	67	68	68	70	70
News	<u>17</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>18</u>	<u>17</u>
Sub-Total	<u>84</u>	<u>83</u>	<u>84</u>	<u>84</u>	<u>88</u>	<u>87</u>
Registration Fees	27	29	32	36	29	31
Publications	11	13	11	13	11	13
Exhibits, Annual Forum	15	18	15	17	16	17
Interest	2	2	1	2	1	2
U. S. Com. ICSW	--	5	--	5	--	5
ICSW	11	12	10	12	11	12
Other	2	3	2	3	7	7
<u>Contributed Funds</u>						
From United Fund & Chest Areas*	--	--	--	<u>25</u>	<u>25</u>	<u>25</u>
TOTAL INCOME	<u>\$152</u>	<u>\$165</u>	<u>\$155</u>	<u>\$197</u>	<u>\$188</u>	<u>\$199</u>
Total Expenditures (Table II)	<u>\$147</u>	<u>\$163</u>	<u>\$155</u>	<u>\$194</u>	<u>\$188</u>	<u>\$195</u>
Surplus **	\$ 5	\$ 2	--	\$ 3	--	\$ 4

\* Includes special campaign project among national organizations.

\*\* Surplus will be placed in Reserve Funds.



## NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE II

LINE ITEM EXPENDITURES (\$ thousands)

	1959 Actual	Year to 12/31/60 Actual	Appd.	Year to 12/31/61 Optg.	Appd.	1962 Request
<u>Salaries and Wages</u>						
Professional	\$ 34	\$ 36	\$ 34	\$ 39	\$ 46	\$ 39
Sec. & Clerical	32	36	32	37	40	38
Maintenance & Custodial	1	2	1	2	2	2
Retirement	3	5	4	5	4	6
Sub-Total	70	79	71	83	92	85
<u>Administrative Services</u>						
Telephone & Telegraph	1	2	1	1	2	1
Postage	4	7	5	5	5	5
Office Sup. & Express	3	5	4	4	5	4
Office Printing	5	10	8	11	8	11
Printing - Other	24	25	28	30	27	30
Sub-Total	37	49	46	51	47	51
<u>Travel and Per Diem</u>						
Staff	9	7	5	6	9	6
Committees	5	7	7	6	9	6
Annual Forum, etc.	3	1	3	2	3	2
Sub-Total	17	15	15	14	21	14
<u>Rentals and Insurance</u>						
Office, incl. Insurance	6	6	7	8	8	7
Rentals-Annual Forum, etc.	11	10	10	9	13	9
Sub-Total	17	16	17	17	21	16
<u>Equipment &amp; Furnishings</u>						
Repairs-Replacements & New	3	1	2	2	2	2
<u>Miscellaneous</u>						
Spec. Study Recom.	--	--	3	25	1	25*
Sub. Adv., etc.	3	3	1	2	4	2
Sub-Total	3	3	4	27	5	27
<u>TOTAL EXPENDITURES</u>	\$147	\$163	\$155	\$194	\$188	\$195

\* Includes cost for full implementation of Study Commission recommendations.

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## NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE III

BALANCE SHEET (\$ thousands)

(Balance Sheet as of the end of the fiscal period, December 31, 1960)

ASSETS

Cash Balance, December 31, 1960		\$ 5.1
Investments and Savings		
U. S. Treas. 4 - 10/1/69	\$ 5.0	
U. S. Savings Bonds, Series G.	4.0	
Savings Accounts	52.5	61.5
		<hr/>
Total		\$ 66.6

LIABILITIES

Reserves		
Annual Forum Reserve	\$ 11.4	
Contingency Reserve	10.0	
Equipment Revolving Fund	2.4	
International Social Welfare Reserve	10.4	
Publications Reserve	1.1	
U. S. Committee ICSW	12.0	
Eduard C. Lindeman Memorial Fund	.5	
Special Projects Reserve	10.8	\$ 58.6
		<hr/>
Working Balance		8.0
		<hr/>
Total		\$ 66.6

Book Value of Furniture, Fixtures and Equipment  
as of December 31, 1960 \$ 11.1

No other resources (reserve funds, bequests, etc.) are  
available to this organization.

Signed:

Arch Mandel, Treasurer

Joe R. Hoffer, Executive Secretary

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## NATIONAL CONFERENCE ON SOCIAL WELFARE

TABLE IV

ESTIMATED FUNCTIONAL EXPENDITURES (\$ thousands)

<u>ITEM</u>	<u>1959 Actual</u>	<u>Year to 12/31/60</u>		<u>Year to 12/31/61</u>		<u>1962 Request</u>	<u>1964 Effectv.</u>
		<u>Actual</u>	<u>Appd.</u>	<u>Optg.</u>	<u>Appd.</u>		
a. Annual Forum Admin.	\$ 79	\$ 72	\$ 77	\$105	\$107	\$106	\$ 122
b. Publications	20	20	20	24	21	23	35
c. Services to State Conferences	3	2	3	4	2	4	12
d. International Social Welfare Services:							
a. ICSW	18	24	21	20	20	21	20
b. U.S. Com.	<u>1</u>	<u>12</u>	<u>--</u>	<u>5</u>	<u>3</u>	<u>5</u>	<u>10</u>
	19	36	21	25	23	26	30
e. Membership Promotion & Processing	12	17	18	20	16	20	22
f. Membership Participation	<u>14</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>19</u>	<u>16</u>	<u>25</u>
TOTALS	\$147	\$163	\$155	\$194	\$188	\$195	\$ 246

FINANCE QUESTIONS9. Significant Changes in Functional Budget

The financial data were compiled on the assumption that the Study Commission recommendations will be implemented in 1961. The 1961-62 budgets include the sum of \$25,000 as a special item for an additional staff member and program committee expenses to increase the effectiveness of the Annual Forum program.

In general, the increases are due to automatic increases in pay plan (an increase of 5% was approved beginning January 1, 1959); estimated increases (2%-5% each year) in telephone and telegraph; office, and other printing; inclusion of the U. S. Committee; and holding the Annual Forum in different cities. Some decreases, e.g. postage and office printing, are due to ICSW operations, i.e. biennial conferences.

The effective budget for 1964 reflects the best thinking of the Executive Committee as to the activities and services in the "core program" which need strengthening, and the additional activities and services which would enable the NCSW to discharge the forum function more effectively. The Executive Committee has selected the following activities as top priorities for the future:

Broadening and deepening the program content of the Annual Forum--expenses and honorarium for selected participants;

Improvement of Program Planning--expenses for meetings of various Section and Divisional Committees; and

Increasing participation in international social welfare--e.g. expenses of NCSW President to International Conference of Social Work.

The significant changes in the Conference expenditure budgets are summarized in the following tables and explanations:

<u>Year</u>	<u>Amount (\$ thousands)</u>	<u>\$ Over 1959</u>	<u>% Over 1959</u>
1959 Actual	\$147	None	None
1960 Actual	163	\$ 16	\$10.9
1960 Approved	155	8	5.4
1961 Operating	194	47	32.0
1961 Approved	188	41	27.9
1962 Requested	195	48	32.7

a. Annual Forum Administration

<u>Actual</u> <u>1959</u>	<u>Actual 1960</u> <u>Amt. Net Chg.</u>	<u>Operating 1961</u> <u>Amt. Net Chg.</u>	<u>Requested 1962</u> <u>Amt. Net Chg.</u>	<u>Effective 1964</u> <u>Amt. Net Chg.</u>
\$79	\$72    \$-7	\$105    \$26	\$106    \$27	\$122    \$43

Staff travel and Annual Forum rentals vary from city to city. The major reason for the 1962 increase is for funds to implement Study Commission recommendations.

In addition, the Effective 1964 Budget provides funds for more outstanding speakers from related fields and business, and provides increased staff service to NCSW Associate Groups and to program committees.

Provides funds for at least one meeting of the six Section and other committees which now carry on their program planning by mail.

Introduces more modern meeting and discussion methods, including increased audio-visual aids.

Provides additional and timely secondary common services, e.g. Public Relations Consultation; Educational Exhibits, etc.

Extends the public relations program to take fuller advantage of the wealth of materials and opportunities provided by the Annual Forum for nation-wide and year-round interpretation of social welfare-- fuller coverage by newspapers, magazines, radio and TV; and more effective follow-up and reporting to home communities by those attending.

b. Publications

Actual 1959	Actual 1960		Operating 1961		Requested 1962		Effective 1964	
	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.
\$20	\$20	--	\$24	\$ 4	\$23	\$3	\$35	\$15

The Effective Budget 1964 would anticipate increasing the effectiveness of the publications program by:

Improvement and expansion of the Conference Bulletin;

Increasing the number of manuscripts and recordings which can be used by individuals and organizations for in-service education for social action, interpretation and forum purposes.

c. Services to State Conferences

Actual 1959	Actual 1960		Operating 1961		Requested 1962		Effective 1964	
	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.
\$3	\$2	\$-1	\$4	\$1	\$4	\$1	\$12	\$9

The 1964 Effective Budget would provide much needed increased services including:

Field Service. To increase consultation service to state conferences upon request.

Regional Institutes. Increasing the number of and improving the quality of regional institutes held in conjunction with state conferences. This would bring the resources of the NCSW to more people who cannot attend national meetings.

d. International Social Welfare Services

Actual 1959	Actual 1960		Operating 1961		Requested 1962		Effective 1964	
	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.
\$19	\$36	\$17	\$25	\$6	\$26	\$7	\$30	\$11

International conferences are held biennially. The NCSW assumed responsibility for the Secretariat of the U. S. Committee beginning October 1, 1959.

The 1964 Effective Budget would increase the NCSW's participation in stimulating interest in international social welfare in the United States, and providing more service to the U.S. Committee of the ICSW.

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The U. S. Committee of the International Conference of Social Work is now a semi-autonomous body within the NCSW. It retains responsibility for raising funds for its own activities and for the ICSW. Its budget for 1961 and 1962 will be \$23,500 for each year which will be raised by individual and organizational contributions.

Included are funds for ensuring the attendance of the NCSW President at each biennial International Conference.

e. Membership Promotion and Processing

Actual 1959	Actual 1960		Operating 1961		Requested 1962		Effective 1964	
	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.
\$12	\$17	\$5	\$20	\$8	\$20	\$8	\$22	\$10

The increases are due to more intensive promotion of NCSW memberships, etc.

The Effective Budget 1964 would provide some research facilities for a more factual approach to membership promotion, and provide the resources to supplement the present direct mail appeal with personal promotion through membership committees, etc.

f. Membership Participation

Actual 1959	Actual 1960		Operating 1961		Requested 1962		Effective 1964	
	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.	Amt.	Net Chg.
\$14	\$16	\$2	\$16	\$2	\$16	\$2	\$25	\$11

In 1959 a foundation grant and some Reserve Funds were used. The largest item in this category is for the Executive Committee, i.e. travel, preparation and conduct of its meetings.

The Effective Budget would provide funds to increase membership participation in the planning of the Annual Forum and regional institutes. This would help materially in making the Conference more responsive to local needs and basic issues as they arise in local experience.

10. Working Balance

The Conference should have a working balance of at least \$8,000. The largest share of the Conference income is received from membership and registration fees and the working balance is needed to meet essential expenditures such as salaries, printing, etc. at regular periods.

11. Support Plan

The Conference expects to finance its present "core program" from traditional sources of income, namely, membership dues, Associate Group Assessments, registration fees, publications, exhibits and services rendered.

Modest nonrecurring activities and services to supplement the "core program" will be financed from Corporation and Trade Union memberships and foundation grants.

It is the hope of the Conference that the additional sum of \$25,000 annually may be secured in memberships from United Funds and Chests to implement the recommendations of the Study Commission on the Future Role of NCSW. It is not planned to use the Basic Community Percentages.

The Conference is participating in the National Budget and Consultation Committee process because it believes in the principle of national budget examination, so that the local United Funds and Community Chests and the budget committees and agency boards of directors may have reliable data about the Conference when they are considering expenditures for over one thousand local agency memberships in the NCSW, and expenses for individuals to attend the Annual Forum.

EXHIBIT B

NATIONAL CONFERENCE ON SOCIAL WELFARE

Officers

- 1961 President: Mrs. Victor Shaw, 425 Morgantown Avenue,  
Fairmont, West Virginia
- 1961 First Vice-President: Fred DelliQuadri, Dean, New York School of  
Social Work, Columbia University, 2 E. 91 Street,  
New York, N. Y.
- 1961 Second Vice-President: C. F. McNeil, Executive Director, Health  
& Welfare Council, 1617 Pennsylvania Boulevard,  
Philadelphia, Pennsylvania
- 1961 Third Vice-President: Nathan Cohen, Dean, School of Applied Social  
Sciences, Western Reserve University,  
Cleveland 6, Ohio
- 1961 Secretary: Emery Brownell, Executive Director, National  
Legal Aid & Defenders Association, American  
Bar Center, Chicago 37, Illinois
- Treasurer: Arch Mandel, Executive Secretary, Massachusetts  
Community Organization Service, 41 Mt. Vernon  
Street, Boston 8, Massachusetts
- Past President: Charles I. Schottland, Dean, Florence Heller  
Graduate School for Advanced Studies in Social  
Welfare, Brandeis University, Waltham, Mass.
- Executive Secretary: Joe R. Hoffer, Executive Secretary, National  
Conference on Social Welfare, 22 West Gay  
Street, Columbus 15, Ohio

Executive Committee

Region I

- 1963 Frank Glick, Executive Director, Unitarian Service Committee, 9 Park  
Street, Boston 8, Massachusetts

Region II

- 1961 Hugh R. Jones, Mayro Building, Utica, New York

Region III

- 1962 Esther Lazarus, Director, Department of Public Welfare, 1500 Greenmount  
Avenue, Baltimore 2, Maryland

Region IV

1963 Harry T. Sealy, Vice President, Cleveland Electric Illuminating Company.  
P. O. Box 5000, Cleveland 1, Ohio

Region V

1961 Gisela Konopka, Professor of Social Work, School of Social Work,  
University of Minnesota, Minneapolis 10, Minnesota

Region VI

1962 Robert T. Lansdale, Professor, School of Social Welfare, Florida State  
University, Tallahassee, Florida

Region VII

1963 Mark Hale, Director, School of Social Work, University of Iowa, Iowa  
City, Iowa

Region VIII

1961 Sister Mary Immaculate, Director, Worden School of Social Work, Our  
Lady of the Lake College, San Antonio, Texas

Region IX

1962 Seaton Manning, Executive Director, Urban League of San Francisco,  
2015 Steiner Street, San Francisco, California

At-Large Members

1962 Mrs. George Abbott, 4740 Connecticut Avenue, Washington 8, D. C.

1961 Clark W. Blackburn, General Director, Family Service Association of  
America, 215 Park Avenue South, New York, N. Y.

1961 Daniel Blain, M.D., Director, State Department of Mental Hygiene,  
1320 K Street, Sacramento 14, California

1963 Rudolph T. Danstedt, Director, Washington Branch Office, National  
Association of Social Workers, 1346 Connecticut Avenue, NW,  
Washington 6, D.C.

1962 Eugene H. Freedheim, 2925 Eaton Road, Shaker Heights 22, Ohio

1961 Sidney Hollander, 2513 Talbot Road, Baltimore, Maryland

1961 William T. Kirk, Executive Director, International Social Service,  
American Branch, 345 E. 46th Street, New York 17, N. Y.

- 1963 Almon R. Pepper, Director, Department of Christian Social Relations,  
National Council Episcopal Church, 281 Park Avenue South, New York 10,  
New York
- 1963 John D. Porterfield, M.D., Deputy Surgeon General, Public Health  
Service, Department of Health, Education, & Welfare, Room 5065, HEW  
Building North, Washington 25, D. C.
- 1962 Jay L. Roney, Director, Public Welfare Project on Aging, American  
Public Welfare Association, 1313 E. 60 Street, Chicago 37, Illinois
- 1962 Mrs. Savilla M. Simons, General Director, National Travelers Aid  
Association, 72 W. 45th Street, New York, N. Y.
- 1963 Elizabeth Wickenden, Consultant on Public Social Policy, National  
Social Welfare Assembly, 345 E. 46th Street, New York 17, N. Y.

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President-Nominee:

Fedele F. Fauri, Dean, School of Social Work, University of Michigan,  
Ann Arbor, Michigan

Public Relations Consultant

Harold Weiner, Executive, National Publicity Council for Health and  
Welfare Services, 257 Park Avenue South, New York 10, N. Y.

U. S. Committee, ICSW

Melvin Glasser, Dean of Development, Brandeis University, Waltham, Mass.



EXHIBIT C

NATIONAL CONFERENCE ON SOCIAL WELFARE

Pay Grades and Positions

<u>Grade (Class Title)</u>	<u>Position Titles</u>	<u>Annual Salary</u>	
		<u>(minimum)</u>	<u>(maximum)</u>
Secretarial  and  Administrative  Assistants  Budget Item #202	1. *Secretary I (3)	\$ 2,700	\$ 3,380
	2. Secretary II	3,040	3,800
	3. *Administrative Assistant I (3)	3,490	4,370
	4. *Administrative Assistant II (1)	3,940	4,940
	5. *Administrative Officer (1)	4,390	5,490
Professional  and  Administrative	6. (a) Executive Assistant	5,400	6,760
	(b) State Conf. Secretary (1)	5,400	6,760
	7. (a) Business Officer	6,750	8,450
	* (b) Asst. Exec. Sec. (1)	6,750	8,450
	(c) State Conf. Sec. (II)	6,750	8,450
	8. *Asst. Exec. Sec. (1)	8,100	10,140
	9. Assoc. Exec. Secretary	10,125	12,665
	10. *Executive Secretary (1)	13,500	16,800

The following staff are assigned to ICSW:

No. 10 Executive Secretary..... 1/4 time  
 8 Asst. Executive Secretary..... 1/2 time  
 3 Admin. Assistant I..... 1/2 time  
 4 Admin. Assistant II..... 1/4 time

\*Positions authorized for 1961 Budget

EXHIBIT D

NATIONAL CONFERENCE ON SOCIAL WELFARE

Staff Organizational Chart

UNIT A

Executive Secretary  
Admin. Asst. I

Public Relations  
Consultant (PT)

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<u>(UNIT B)</u>	<u>(UNIT C)</u>	<u>(UNIT D)</u>	<u>(UNIT E)</u>
Asst. Exec. Sec. Admin. Asst. I Secretary I	Admin. Asst. II Secretary I	Admin. Officer Secretary I Part-time clerical staff	Admin. Exec. Sec. Admin. Asst.

UNIT A - Joe R. Hoffer

Includes staff responsibility for Executive, Editorial, Nominations and Staff Personnel Committees. Also informational, promotional activities and international social welfare.

UNIT B - Ralph D. L. Price

Includes staff responsibility as Executive Officer in Columbus office, Annual Forum management and Services to State Conferences.

UNIT C - Dorothy Hankins

Includes staff responsibility for financial bookkeeping, accounting and reporting. Also membership processing.

UNIT D - Eula Wyatt

Includes staff responsibility for administrative services and publications program.

UNIT E - Ruth Williams

Includes staff responsibility for NCSW Annual Forum Program Committee and Associate Group relationships. Also international social welfare.

NATIONAL CONFERENCE ON SOCIAL WELFARE

EXECUTIVE COMMITTEE - MEMORANDUM NO. 145

Officers' Meeting

Saturday, March 18, 1961, 9:30 a.m. - 5:00 p.m.  
Carnegie Building, 345 E. 46 Street, New York City

Minutes

Present

Mrs. Victor Shaw, President  
Fred DelliQuadri, First Vice-President  
C. F. McNeil, Second Vice-President  
Emery Brownell, Secretary  
Arch Mandel, Treasurer  
Fedele Fauri, President-Nominee  
Henry Zucker, Treasurer-Appointee  
Harold N. Weiner, Public Relations Consultant  
Joe R. Hoffer, Executive Secretary  
Ruth M. Williams, Asst. Executive Secretary

Mrs. Victor Shaw, presiding

I. Approval - Agenda

The agenda was approved as circulated on February 22, 1961.

II. Report on Administrative Developments since November, 1960 meeting of the Executive Committee

Miss Williams referred the group to the Administrative Report, which had been circulated as Attachment #1 of the agenda, and reported that there had been several important changes in the General Sessions: Secretary Ribicoff will speak on Sunday evening; the Presidential Address will be shifted to Monday evening, and the international meeting to Wednesday evening; Professor Heikki Waris of Finland has agreed to speak at the Wednesday evening session; Robert Weaver, Administrator of the new Housing and Home Finance Agency, has tentatively accepted to speak at the meeting on Urbanism. With reference to the General Sessions, Mrs. Shaw asked for the guidance of the group with regard to the fact that President Kennedy has never definitely refused to address the Conference, and that we are not certain that he knows of Secretary Ribicoff's acceptance. It was agreed that she should write a letter to the President informing him of this and indicating our desire to have him appear also, if possible.

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Miss Williams then touched generally on other aspects of the Annual Forum program, pointing out particularly that there will be an innovation this year through a series of meetings designed to give intensive treatment to the subject "Toward the Elimination of Poverty"; these will include an opening General Session, four implication sessions and a closing panel discussion. These meetings have been planned by the members-at-large of the Program Committee, and except for the General Session, will be held in competition with other meetings. Mr. Hoffer said it was planned to evaluate these sessions

Mr. Hoffer indicated that it was too soon to be able to anticipate the attendance at Minneapolis, but said there were several hopeful signs, including the number of exhibitors, the number of pre-Forum meetings, and the number of meal and social functions that were being scheduled. He also commented on the enthusiasm of the Minnesota State Sponsoring Committee.

Miss Williams gave a brief report on the Tenth International Conference of Social Work, held in January in Rome, Italy, with special reference to United States participation, which was the responsibility of the U. S. Committee. She said that the ICSW Executive Committee had decided that no change in the Secretariat arrangements would be considered before the 1962 Conference and that, as requested by the NCSW, at least two years' notice would be given before any changes were effected.

### III. Election - Members-at-large of the Program Committee

In addition to the two members-at-large which are automatically elected each year by the Executive Committee, the Officers were asked to fill a one-year vacancy left by the resignation of Mrs. T. O. Wedel. The group selected the following persons:

#### For three-year term:

Nelson Cruikshank, AFL-CIO, Washington, D. C.  
James Brindle, United Auto Workers, Detroit  
(alternate)

Frank Woods, Jr., Chicago  
Mrs. R. Livingston Ireland, Cleveland (alternate)  
Mrs. Viola Hymes, President, National Council  
of Jewish Women, Minneapolis (alternate)  
Rebecca Barton, Madison (alternate)

#### For one-year term:

Raymond Houston, Commissioner, New York State  
Dept. of Social Welfare, Albany  
Dr. James P. Dixon, Jr., President, Antioch  
College (alternate)  
James Wedemeyer, Commissioner, California  
State Department of Social Welfare, Sacramento,  
(alternate)

#### IV. Treasurer's Report

Mr. Mandel said that there was nothing to report at this point in the fiscal year. Mr. Hoffer then spoke about the campaign to raise \$25,000. from foundations in order to implement the Study Commission recommendations. He read a letter from the U. S. Steel Foundation which he thought looked encouraging, but several Officers expressed doubt that anything will come of it. It was suggested that we might have more luck with foundations if our project looks more dynamic; we should indicated that we will need smaller amounts of money each year and show that we are looking for funds from other sources also. Mr. Zucker asked if we had approached the Community Trusts. We would need to work out a plan by which the money would be given through local organizations, but he thought it was a source we shouldn't overlook. The group agreed to approach certain influential executives who have shown interest in the National Conference, on a personal basis, and get their reactions and support, if possible.

The Executive Secretary then reported on the appeal to Community Funds and Federations for memberships on the basis of a "Fair Share" Plan which had been worked out. In 1960 memberships from 102 funds provided a total income of \$3,675. So far 5 have agreed to increase in 1961, 3 will increase in 1962, and 6 said no, out of those which responded. Of the 787 prospects that were approached in January, 37 responded, 20 negatively and 17 agreeing to consider for 1962. This means that approximately \$6,000. or 1/4 of the \$25,000. goal has been attained. Several officers felt we should encourage the concept of Conference support on a community basis, perhaps through contributions of local federations, rather than memberships. This brings up the use of basic community percentages in a formal support plan which has not been considered by the Executive Committee.

Mr. Brownell felt that the problems facing the Conference required two different Committees, Finance and Development, or at least two different types of people on the Committee: one group to worry about money on a long-range basis, eventually looking for Community Chest support, and the other to review the budget and its relation to program. The consensus was that the fund-raising group should have a chairman other than the Treasurer, preferably in the New York area where most of the foundations are located.

It was finally agreed that Mr. Hoffer would develop a comprehensive plan on finances to be presented to the Development Committee for criticism and implementation

#### V. Annual Meeting of NCSW Members

The following plan for the Annual Meeting of NCSW Members was formulated. The meeting will start with a progress report describing changes in the 1961 Annual Forum program ("Elimination of Poverty" series) and proposed changes in the 1962 program. There will also be some mention of other steps taken in implementing the Study Commission recommendations, but the emphasis will be on the Annual Forum program rather than on structural matters, such as how the Sections and Divisions are set up, etc. Reference will be made to the financial implications of carrying out full implementation of the recommendations.

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This will be followed by a panel discussion in which various individuals, selected from different groups in the Conference membership (but not labeled as such) will give their reactions to the changes made and contemplated and will indicate what they would like to get from the Annual Forum in the coming years - again with emphasis on program content and kinds of meetings. Questions for the panel will be collected from Annual Forum attenders, etc.

#### VI. Informal Meeting on Conferencing in the United States

Mrs. Shaw reported briefly on the meeting of staff and board members of the NCSW, NSWA, APWA, NASW and CSWE at which the problem of multiple conferences in the social welfare field was discussed. There was general agreement that constant inter-communication was imperative but it was the considered judgment of those present that at best only informal coordination or planning could be considered at this time. The group agreed to re-examine the question of the NCSW holding its national forum on a biennial basis. The Conference Executive Secretary was asked to prepare a Working Paper on this subject for further consideration. Mr. McNeil raised the question of the feasibility of the NCSW holding a biennial Conference and, in the off year, serving as a service station for the conferences of national organizations. He felt this would be very useful since so frequently organizations name a new person to manage each conference and these people know very little about what they are supposed to do. He thought we might even get foundation financing to help correct this problem. In any case, it was agreed at the next meeting of the group the NCSW should submit some specific suggestions, particularly in relation to the biennial.

#### VII. Program Format for the 1962 Annual Forum

It is financially impossible to implement fully the Study Commission proposals regarding program format completely in 1962, but the Officers decided to move a little further in that direction by planning another series of meetings to treat a subject intensively, this time making the first group of implication sessions the only thing going on during one single meeting period. It was agreed to treat the problem of "Strengthening Family Life for Children" or "Meeting the Needs of our Children", including such questions as: how do you organize effectively to do this; what kinds of personnel are involved; what kinds of training are necessary

It was decided that the members-at-large should not be asked again to take the responsibility for the planning of this series, but rather that someone (Division chairman) be added to the Program Committee for this express purpose. There was some discussion about the great amount of work and responsibility involved in such an assignment, but it was felt that this person would delegate the responsibility for individual sessions to other members of a planning committee which he would choose, and that he could count on the Program Committee for all possible help and advice. The group was unanimous in making Mr. DelliQuadri their choice for the job, and he tentatively agreed to take it on.

The complete program format for the 1962 Annual Forum appears in the Exhibit.

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VIII. Public Relations

Mr. Weiner reported that a permanent Public Relations Committee was in the process of being formed. Melvin Glasser will serve as Chairman. Meanwhile plans are going forward for a public relations consultation service at the Minneapolis Annual Forum. This will consist of a place set aside where interested persons can have a 45-minute consultation with P. R. people from national agencies. To date several national agency people have agreed to give some time to the project and it remains to be seen how much response is received from the Conference attendees. If few appointments have been made by the time the Forum opens, the service will be announced in the Daily Bulletin. It was suggested that reference materials and sample annual reports, etc. be made available in addition to technical consultation.

IX. Next Meeting of the Executive Committee

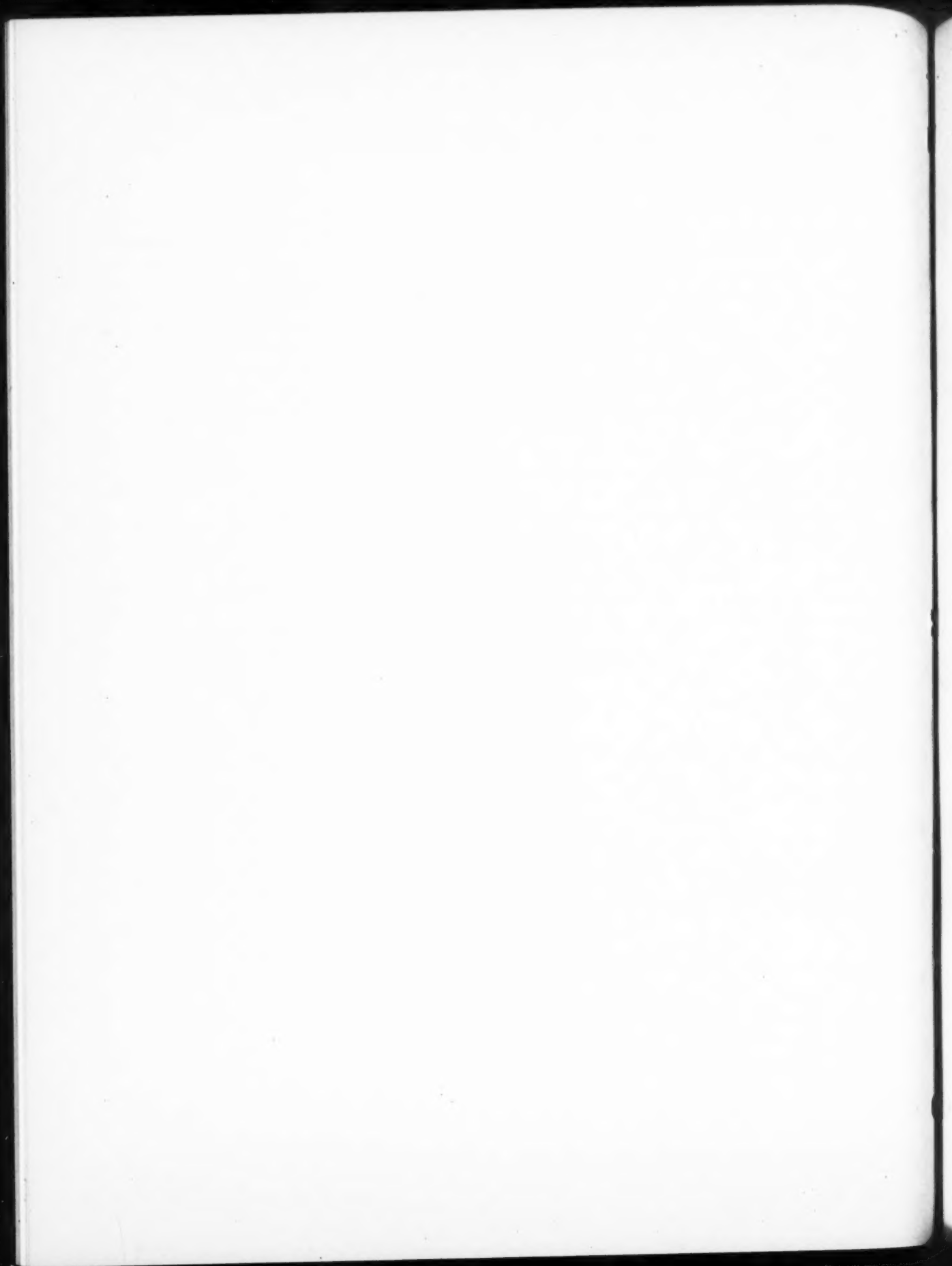
The Executive Committee will meet in Minneapolis as follows:

Saturday, May 13, 9:30 a. m. - 5:00 p. m.

Friday, May 19, 7:30 a. m. - 9:00 a. m. (breakfast)

Note: Expenses are not paid for Executive Committee meetings held at the time of the Annual Forum.

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NATIONAL CONFERENCE ON SOCIAL WELFARE  
EXECUTIVE COMMITTEE - MEMORANDUM NO. 145

Program Format for 1962 Annual Forum

	Monday	Tuesday	Wednesday	Thursday	Friday
9:15 a. m.	(Keynote speech) General Session	<b>A S S O C I A T E  G R O U P S</b>	General Session	<b>A S S O C I A T E  G R O U P S</b>	Sections
11:15 a. m.	Implication Sessions		Wind-up Session Sections ?		General Session
2:00 p. m.	Implication Sessions and Sections		Sections		
4:00 p. m.	Sections		Annual Meeting of Members		
8:30 p. m.	General Session		General Session		

11-11 1911



August 14, 1961

NATIONAL CONFERENCE ON SOCIAL WELFARE

Executive Committee and National Board Meetings

MEMORANDUM NO. 146

Minutes

Saturday, May 13, 1961 - 9:30 a. m. - 4:30 p. m.

Friday, May 19, 1961 - 7:30 a. m. - 9:00 a. m.

Present

Mrs. Victor Shaw, President  
Fred DelliQuadri, First Vice-President  
C. F. McNeil, Second Vice-President  
Nathan Cohen, Third Vice-President  
Arch Mandel, Treasurer  
Fedele Fauri, President-Nominee  
Clark Blackburn  
Gretchen Abbott  
Esther Lazarus  
Jay Roney

Gisela Konopka  
Almon Pepper  
Sidney Hollander  
Mark Hale  
Seaton Manning  
Savilla Simons  
Melvin Glasser

Staff

Joe R. Hoffer  
Ruth M. Williams  
Ralph D. L. Price  
Eula Wyatt  
Harold N. Weiner  
Sally Ehrlich  
Saturday, May 13, 1961

Mrs. Shaw, presiding

- I. The agenda was approved as circulated.
- II. The minutes of the Executive Committee held in November, 1960 were approved, as were the minutes of the Officers' meeting on March 18, 1961.
- III. Report on Administrative Developments since March Report

Mr. Hoffer reported that preparations for the Annual Forum were at least a full day ahead of schedule and that cooperation from the local Sponsoring Committee was excellent. Pre-Forum requests for hotel reservations were the highest in the past few years, but this is not necessarily significant because it may just reflect the fact that fewer people know the hotels in Minneapolis. There are 175 meetings and social functions not listed in the final program.

- A. U. S. Committee. Mr. Hoffer reported that the first quarter financial picture compared favorably with the same period in 1960. Many International Conference Associates have renewed in spite of the fact that there is no International Conference this year, and that only one mailing was sent out.
- B. Committee on Public Relations. Mr. Weiner spoke about this new standing committee of the NCSW Executive Board. He explained its functions as follows:
  1. Focus on carefully defined short-range objectives:
    - a. membership retention and promotion policies and efforts; materials used; and kinds of satisfaction we give to members (e. g. Conference Bulletin);
    - b. ways to obtain maximum attendance at Annual Forum; ways to make maximum impact on those who do not attend the Annual Forum; also impact on other fields (e. g. Press Room policy and what we do with materials that come out of the Annual Forum);
    - c. fund-raising practices of Conference.

Mr. Glasser, the Chairman of the Committee added that the Committee should have two main concerns:

1. The image that the field presents to the general public through the Conference;
2. The public relations of the Conference itself:
  - a. public relations of NCSW with the general public;
  - b. public relations within NCSW membership.

In the discussion that followed, the possibility of national agencies splitting away from the NCSW and holding conferences elsewhere was brought up. Mrs. Konopka felt that many of the rank and file were unhappy about this and that through them we might bring pressure to bear on the top brass. Mr. Hollander asked whether this splitting away seemed to be a general trend and Mr. Hoffer answered that there was no trend; as organizations grow and expand they need more time and more facilities so that they are apt to move off on their own.

Mrs. Konopka also mentioned that the local newspapers had been dissatisfied with advance publicity for the Annual Forum. Mr. Weiner replied that the problem had to do with lack of sufficient advance help in.

the Forum city.

The question was raised as to whether it was really necessary to constitute a new Committee for Public Relations or whether it couldn't be handled just as well by the standing subcommittees of the Executive Committee. However, the consensus was that public relations cuts across all other topics handled by the subcommittees and that these don't really have time to handle it properly.

Mr. Hale felt that we should work more closely with the state conferences with regard to the image that social work presents to the general public.

There was general agreement that Messrs. Weiner and Glasser would work out a charge for the Committee and report back to the National Board in November.

- C. NCSW-NASW Meeting. Mrs. Shaw reported that on May 1 she, Mr. Hoffer and Miss Williams met with the staff of NASW to explore areas of mutual concern and identify possible agenda items for formal discussion. It was agreed that NASW promotion of and attendance at the Annual Forum was of great importance to the NCSW and that this had been increasingly heavy in recent years. Other items discussed were the types of meetings that NASW wanted at the Annual Forum; annual vs. biennial conferences; the importance of lay participation; and the possibility of forming a new organization called the National League for Social Welfare, comprised of career people not eligible for NASW membership, with a social action function, and somehow linked to the NCSW.

NASW staff has felt for some time that it was time to make an analysis of their role in the Annual Forum; are they directing their meetings toward their own membership exclusively or also to career people not eligible for membership, etc. At the present time NASW pays a membership of \$50 and an AG assessment of \$450. (This represents a decrease from what was received from the component organizations prior to the merger.) In addition, they publish the volume of group work papers which come out of the Annual Forum.

- D. Meeting to Set Up Sponsoring Committee for 1962 Annual Forum. The Community Council of Greater New York has assumed responsibility for setting up a Local Sponsoring Committee for the 1962 Annual Forum. The meeting where this agreement was reached involved representatives of the major local New York City planning federations. Those present promised to raise \$3,000. to give the Community Council for staffing the organizing job. There was a great deal of good feeling and enthusiasm at the meeting.

#### IV. Treasurer's Report

Mr. Mandel gave the Treasurer's report and said that the picture looked bright. The income as of March 31, 1961 was \$60.0 as compared to \$54.0

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for the same period last year. The expenditures were \$33.0 as opposed to \$31.0 in the first quarter of 1960. The budget for 1961 is \$194.0, which includes the \$25.0 we hope to obtain in order to implement the Study Commission proposals. We are seeking these extra funds from two main sources: foundations and United Funds. The National Budget Committee approved NCSW proposed expenditures for 1962.

V. Special Efforts to Increase Income

Mr. Hoffer said that several foundations had been approached but that only the U. S. Steel Foundation has seemed at all interested. The biggest effort is to be made to try to increase the memberships of community foundations and welfare federations. These have been divided into two groups:

1. Those in cities under 500,000 will get a letter.
2. Those in cities of over 500,000 have been divided into three sub-groups:
  - a. 12 will be asked for a \$1,000. membership by a personal contact;
  - b. 6 - 7 will be asked for a \$500. membership by a personal contact;
  - c. The balance will be asked for a \$300. membership.

We are encouraging the setting up of meetings in these various cities to get the leaders to pledge money. About \$6,000. of the \$25,000. goal has already been pledged for 1962. The new Treasurer, Henry Zucker, has also agreed to send a letter to the major Jewish Funds around the country.

In the subsequent discussion Mr. Glasser suggested that 50 more communities be selected for a personal approach and that a list be circulated to the National Board so that they could see where they could best help. Mr. Manning felt that we could get an increase from the State Departments of Public Welfare, although they are on a subscription rather than a membership plan since they can't belong to national organizations. Mrs. Konopka suggested that we develop special individual memberships for career people who can't belong to NASW and in general make people feel a little more like members of something; among other things the Bulletin could be changed to make it a little more appealing. Mrs. Abbott added that more effort should be made to appeal to board members who can afford to pay more than the minimum amount of membership. She suggested the possibility of constituting a special committee of NCSW which would be theirs. Mrs. Shaw warned of the danger of breaking the Conference into too many segments, and Mr. Blackburn said that if we really want laymen to get something out of the Annual Forum, they must have more say in planning it. Mr. Hollander added that it is very difficult to get lay people to come to a week of meetings when the things they are interested in are spread so thin.

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VI. NCSW Official Affairs at 1961 Annual Forum

The Executive Committee was informed as to the official functions at which the members were asked to be present.

VII. Program Format for the 1962 Annual Forum

Mr. Fauri reported that at the Officers' Meeting in March it was decided that it was financially impossible to fully implement the Study Commission proposals with regard to program format but that they would move as far as possible in that direction. It was agreed to treat one problem in depth, with a General Session and divisional meetings on the subject. The topic chosen was "Strengthening Family Life for Children"; they are thinking of problems of delinquency but don't want to put that label on it. There will be one change from this year's format and that is that the 11:15 session on Monday will have only implication sessions with no competing meetings. Fred DelliQuadri has agreed to be chairman of a subcommittee to plan this important part of the program and Clark Blackburn will assist him. They are free to name any others they wish to help them.

Mr. Glasser commented that this topic was very timely since there is a real danger that concern for delinquency may be shifted from the Department of Health, Education, and Welfare to the Justice Department. He expressed the hope that we could get other groups in the New York area (PAL, Juvenile Judges, Youth Board and other City Commissions) which are on the fringe of social work but have a real stake in this problem, to help us. From the point of view of money, we should explore the possibility of getting a \$10,000. - \$25,000. grant from NIMH so that we can employ a part-time person to really work on the program. NIMH has a definite role in juvenile delinquency and would probably be interested. With the money we could also finance a special publication on this aspect of the Conference.

It was agreed that during the week of the Annual Forum Messrs. Fauri, DelliQuadri, Blackburn and Hoffer would discuss this project with the NIMH people in Minneapolis.

In discussing the content of the sessions Mrs. Konopka remarked that we have exciting new ways of doing things but don't talk about them enough, i. e. group work with problem parents. She felt we should put together the knowledge we think we have about strengthening the family and then see what we have really proved by research. Mr. Hollander raised the question of whether we are doing enough to see that legislation is sound.

Back to financial matters, Mr. McNeil mentioned the Grant Foundation. Its main objective used to be the strengthening of family life so it might be willing to help. The Ford Foundation also has an interest in this field. Mr. Hale felt that we should as a regular device get foundation help for some part of the Annual Forum.



Mr. DelliQuadri requested that \$3,000. be taken from the Special Projects Reserve Fund to enable his committee to hire someone immediately and then pay it back from whatever grant we get. Mr. Hoffer thought that we might use part of the money pledged for 1962. It was agreed that \$3,000. be taken from the Special Project Fund and made available immediately. Mr. Hollander said that there might be a way to get corporation money since the increasing number of mothers who work and leave their children at home unsupervised is part of the problem.

#### VIII. Ad hoc Committee on Conferencing in the U. S.

It was reported that there is no likelihood of a lessening of social welfare conferences in the near future -- or of coordinating them and there needs to be continuing study and discussion of the problem. Something has to give. It was pointed out that the various subcommittees of the Executive Committee will meet to consider the implications of holding a biennial forum instead of an annual forum.

#### Summary of Subcommittee Reports

The four subcommittees met during the lunch hour to review the staff paper on Annual vs. Biennial Forums (See Attachment #1). Each subcommittee reported on its discussion and recommendations.

#### Subcommittee A - Administration

Seaton Manning, Chairman of the Subcommittee, reported that his group felt that the main problem of the NCSW is that there is no structure for follow-up action on what has been discussed.

With reference to the Annual vs. Biennial Forum, the group made the following observations:

#### Advantages of Biennial

1. The staff would have more time to do better planning for the Forum;
2. The staff and National Board would have more time to develop and utilize more of the papers presented at the Conference. At present the process of selection is too rapid. They suggested the possibility of a permanent Editorial Committee and more leisurely consideration of papers;
3. Agencies would save money on a biennial plan which they could then divert to an increase in membership dues or send twice as many people to the biennial.

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### Disadvantages of Biennial

1. Loss of revenue;
2. Gradual attrition of interest in the NCSW if people could attend only once in two years. It would take the Conference twice as long to get around the country.
3. No appreciable staff saving especially with regard to professional staff. Any reduction of staff would run the risk of lack of continuity and loss of quality and experience.

### Subcommittee B - Public Relations

1. It is important that the Conference continue on an annual basis;
2. State Conference papers should be considered as additions to the special Annual Forum volumes as they would add breadth and scope. It would establish a good organic tie between the state conferences and the NCSW.
3. National Board needs to give consideration to expanding the base of membership to include everyone in the field of social welfare. An attempt should be made to make activities more meaningful for the non-membership group so that they will want to join.

### Subcommittee C - Associate Groups, State Conferences, etc.

The group focussed its discussion on the question of lay participation. This led into a discussion of whether or not we had done enough to strengthen the state conferences. They suggested that we set aside a few days for laymen to plan for themselves meetings on the subject of how to be good lay leaders in the social field.

### Subcommittee D - Finance

The group started from the staff working paper which indicated that a biennial conference would be likely to result in a 25% loss in renewals and a 75% loss in new memberships. This would mean a net deficit of \$22,800. for a two-year period. They saw the following possible solutions:

1. We could make up the deficit by doubling registration fees but this would have obvious drawbacks.
2. The staff could give help to other organizations in conferencing. This might somewhat increase the revenue, but not substantially.
3. There would be more staff time for planning and possibly more generous agency contributions or delegations. However, they doubted that budget

committees will appropriate money for NCSW in off years. If NCSW could get \$25,000. per year to enable it to put on more staff, we could make a dent of \$15,000. in the anticipated deficit. With only a \$7,000. deficit we might get agencies to put up the difference.

### Discussion

On the point re the need for NCSW to follow-up with action on discussions -

Mrs. Konopka: A large group like NCSW couldn't and shouldn't become an action group. A great deal already comes out of the Annual Forum in terms of stimulation.

Miss Lazarus: What can we do to restructure the NCSW to improve feeling of belonging and participation which the Annual Forum doesn't do. Participation in committees is also a form of action.

With regard to the question of the selection of papers to be published, Mr. Hoffer said that in spite of the rapidity of the present process, all good papers get picked up either in the NCSW volumes or in other social welfare publications.

The idea of using papers given at the state conferences is very good because these groups can't usually afford to publish their own papers so they are just lost. They would also enrich the NCSW volumes, since the need for a focus in the special volumes (for marketing purposes) reduces the number that can be considered. He felt that this could be done with little extra effort or cost on the part of the NCSW. This would revitalize the link with the state conferences; would be a way of involving the state conference with the NCSW. Also, if the state conferences know that papers will be considered for publication, it might improve the general quality of their papers.

Mr. Manning moved that the NCSW invite the state conferences to submit those papers which, in their estimation, are fit for publication, with the proviso that they compete for selection with the papers given at the Annual Forum.

In the discussion that followed there was some question of the advisability of this since, if many of the papers submitted were rejected it might estrange the state conferences from the NCSW instead of strengthening ties. If more papers were included than heretofore it would increase the size of the volumes and raise the question of printing costs.

With this in mind, Mr. Fauri proposed an amendment to the original motion: The staff should explore the question with the Association of State Conferences and the publishers of the various special volumes and give a comprehensive look at the question. They should then report back to the National Board and make recommendations if they wish. This amendment was approved unanimously.

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It was also suggested that any unpublished papers might be displayed at the Annual Forum so as to bring them to the attention of people planning programs who might then want to invite the authors to speak at future Annual Forums.

The question about possible additional financial support of NCSW by the national agencies was put to the executives of Family Service Association of America and the National Travelers Aid Association who are members of the Executive Committee. Mr. Blackburn felt that FSAA could afford to support NCSW in the off-year if the Conference went on a biennial basis and still save money. The problem for them isn't with national staff but with the fact that local agencies don't support the Annual Forum, which makes large appropriations for national staff difficult to justify.

Mrs. Simons also felt that NTAA could work out something but that she would need a comprehensive proposition to present to her Board on which they could base their decision. This would include alternate proposals for the off-year when there would be no Annual Forum.

With this in mind the Executive Committee agreed to give a charge to Mr. Hoffer and Mrs. Shaw for the meeting on Thursday with the Ad hoc Committee on Conferencing. This would be in the nature of a "sense of the meeting" rather than a formal motion. They in turn were asked to get real commitments from the national agencies so that the Executive Committee could make a decision.

#### Sense of the Meeting

1. Generally favor an annual forum.
2. Are not closing the door to consideration of a biennial, and if the national agencies show interest we would agree to implement it, with two provisions:
  - a. National agencies agree to help finance NCSW in off-year;
  - b. We find a way to ensure the development of program content in the off-year; also that it result in better coordination of all conferencing and be of help to the field.

There was further discussion of ways to strengthen ties with the state conferences and several suggestions were made:

1. The regional representatives on the National Board might work with the staff and the state conferences;
2. Might add people to Subcommittee C;

3. Have a representative of the Association of State Conferences on the National Board. Also invite them to make suggestions as to how we can be more helpful.

The Executive Committee authorized Mrs. Abbott and Mr. Hale to report on the Committee's discussion at the meeting of the Association the following day and also to invite the Association to name a representative to sit on the National Board.

Friday, May 19, 1961

Since the revised Constitution was approved by the membership, the group which was formerly designated as the Executive Committee becomes the National Board.

IX. Welcome to New Members

Mrs. Shaw read the list of newly elected officers and members of the National Board:

Fedele F. Fauri, President  
Clark W. Blackburn, First Vice-President  
Guy Justis, Second Vice-President  
Sol Morton Isaac, Third Vice-President  
Milton Wittman, Secretary  
Russell W. Ballard  
Andrew W. L. Brown  
Margaret Berry  
Dr. Albert Dent  
Neota Larson  
C. Virgil Martin  
Sanford Solender, President-nominee

Miss Williams reported for the Tellers Committee that there had been a tie in the election of the National Board member from Region II. The Executive Committee authorized the President to draw lots following which Helen Montgomery of New York City was declared elected.

The President reminded the group that in addition to the above named persons, Henry Zucker, who had been elected in November by the Executive Committee, would be taking office as Treasurer of the Conference.

X. Information - Supplemental Financial Report

In the absence of Mr. Mandel, Treasurer, the Executive Secretary presented registration figures and financial estimates based on the registration. (Registration figures through Wednesday, May 17, were given at the meeting, but the final figures for the entire week are given in these minutes.) The total registration for the Annual Forum was 4178. The table below indicates how these



were divided among the different categories of attenders and gives comparisons with 1959 and 1958:

Type	1961 (Minneapolis)	1959 (San Francisco)	1958 (Chicago)
Individual Members	2172	2428	2708
Agency Delegates	1183	722	1133
Students	148	232	389
One-Day	232	556	479
Two-day	85	449	482
Other	358	49	107
Total	4178	4436	5298

It was pointed out that there had been a marked reduction in the number of one-day and two-day registrations in comparison with former years. Mr. Hoffer said that this was closely related to the fact that there had been fewer persons registering late in the week than usual. It is not known whether this was due to the weather or the fact that there was a larger proportion of full registrations. In this connection he presented the following figures:

Day	1961 <u>Minneapolis.</u>	1960 <u>Atlan. City</u>	1957 <u>Phila.</u>	1956 <u>St. Louis</u>
Saturday	1105	363	798	529
Sunday	1250	1333	1933	1937
Monday	1172	1200	1705	1034
Tuesday	395	808	796	374
Wednesday	146	517	697	248
Thursday	95	477	530	112
Friday	15	61	88	57
	4178	4759	6547	4291

The Executive Secretary said that a superficial analysis of the registration by regions revealed no startling change in the usual pattern, but that the staff would be studying these figures more carefully.

Two points were emphasized in the discussion by the Executive Committee of the reasons for the low registration. One was the fact that the state conference had been held earlier in the year and had attracted a large attendance. In view of this the staff was urged to communicate with the state conference in the host state as soon as any site was selected for an Annual Forum and an effort made to work out a plan that would avoid this situation in the future. Secondly, there was a feeling that there had not been adequate publicity locally, particularly among lay groups interested in the social welfare field. The staff was instructed to work with local sponsoring committees on this matter in the future.

The Executive Secretary reminded the Committee that the 1961 budget had been based on an anticipated Annual Forum registration of 4800. His estimate of the financial position of the Conference at the end of the year was as follows:

Summary of Income & Expenditures (Selected Items) <sup>1/</sup>

Item	1961 Budget	1961 Estimate	Difference
Registration Fees	\$36.0	\$28.6	-\$7.4
Memberships	84.0	82.0	- 2.0
Other	52.0	55.0	3.0
Total Income	\$172.0	\$165.6	-\$6.4
Total Expenditures	169.0	172.0 <sup>2/</sup>	3.0
Surplus or Deficit	\$ 3.0	-\$6.6	

Every effort will be made to increase income and reduce expenditures during the last seven months to improve the anticipated deficit. Mr. Hoffer pointed out that there was \$9.8 in the Annual Forum Reserve, which had been set up to meet situations such as the present one. This meant there was no imminent financial crisis facing the Conference.

XI. Consideration - Items Arising from the 88th Annual Forum

Mrs. Shaw welcomed Barbara Thomson, President of the Association of State Conferences of Social Work, and asked her to report on the developments during the week. Miss Thomson's report on the proposed merger of the Association with the state planning organizations appears in Attachment #2. She emphasized the following points as being of special concern to the new organization:

1. The group hopes to participate more actively in the Annual Forum and in program planning. Meetings will be held on Tuesday and Thursday during the Annual Forum in the future in an effort to attract larger audiences.
2. The group feels the need for greater "visibility" and would like to see a page in each issue of the Conference Bulletin devoted to its interests and concerns.

<sup>1/</sup> All figures are exclusive of the \$25.0 needed for full implementation of the Study Commission recommendations.

<sup>2/</sup> An additional expense of \$3.0 over the original estimate for meeting rooms and exhibit space was required.

3. The group wishes the NCSW to continue to serve as a headquarters for the new Association and to perform a more active clearing house function, especially the regular selection and distribution of materials to the members.
4. The group sees an urgent need for field service and hopes that NCSW, UCFC and the Assembly will give the matter a high priority.

The National Board expressed its gratification at these developments and unanimously adopted a motion stating that the NCSW will continue to serve as headquarters for the Association and will make an effort to find ways of providing more staff service than in the past. It was agreed that the new Association would be asked to name someone to serve on the NCSW National Board in a liaison capacity.

Harold Weiner, Public Relations Consultant, reported briefly on the meeting of NCSW members on Wednesday afternoon, May 17. He said the main emphasis had been on program content of the Annual Forum, and there had been considerable discussion of the role of volunteers in the NCSW.

A question was raised as to whether or not it was desirable to charge admission for the General Sessions, and the staff was asked to consider the matter, with special reference to the 1962 Annual Forum in New York City, and prepare a recommendation for consideration by the National Board in November.

Special appreciation was expressed to Ella Dye, Vice-Chairman of Section I, who had taken over at the last minute for Miss Ellis, the Chairman, who could not be in Minneapolis because of illness.

#### XII. Action - Ad hoc Committee on Conferencing

Mrs. Shaw reported that there had been a meeting with representatives of APWA, NASW and NSWA on Thursday, May 18, at which time the group had reaffirmed the need for continuing the Forum on an annual basis pending further investigations. She said there had been little support for the idea of a biennial Forum with no conference in the intervening year or a biennial Forum with NCSW conferences in the intervening year.

It was agreed that there should be informal consultations with the national organizations which had expressed the greatest interest in changing the Forum to a biennial.

#### XIII. Other business

Mrs. Shaw reported that Mr. Mandel, who is retiring as Treasurer this year, had left Minneapolis earlier in the week. The silver bowl which is being presented to him by the Executive Committee was displayed. It was agreed that Fred Delliquadri would present the financial report at the closing General Session.

The Committee asked that a wire be sent on its behalf to Emery Brownell expressing regret at his illness which had kept him from being present in Minneapolis and best wishes for a speedy recovery.

Mrs. Shaw reminded the Committee that the following members, who were present, were completing their terms of office and expressed thanks for their service to the Conference:

Fred DelliQuadri  
Gisela Konopka

There was a unanimous expression of affection to the President and deep appreciation for her leadership during the past year which had been "beyond the call of duty."

XIV. Time and place of next meeting

The Executive Secretary stated that the next meeting of the National Board will be held in Columbus on Friday and Saturday, November 10 and 11.

Joe R. Hoffer  
Secretary pro tem

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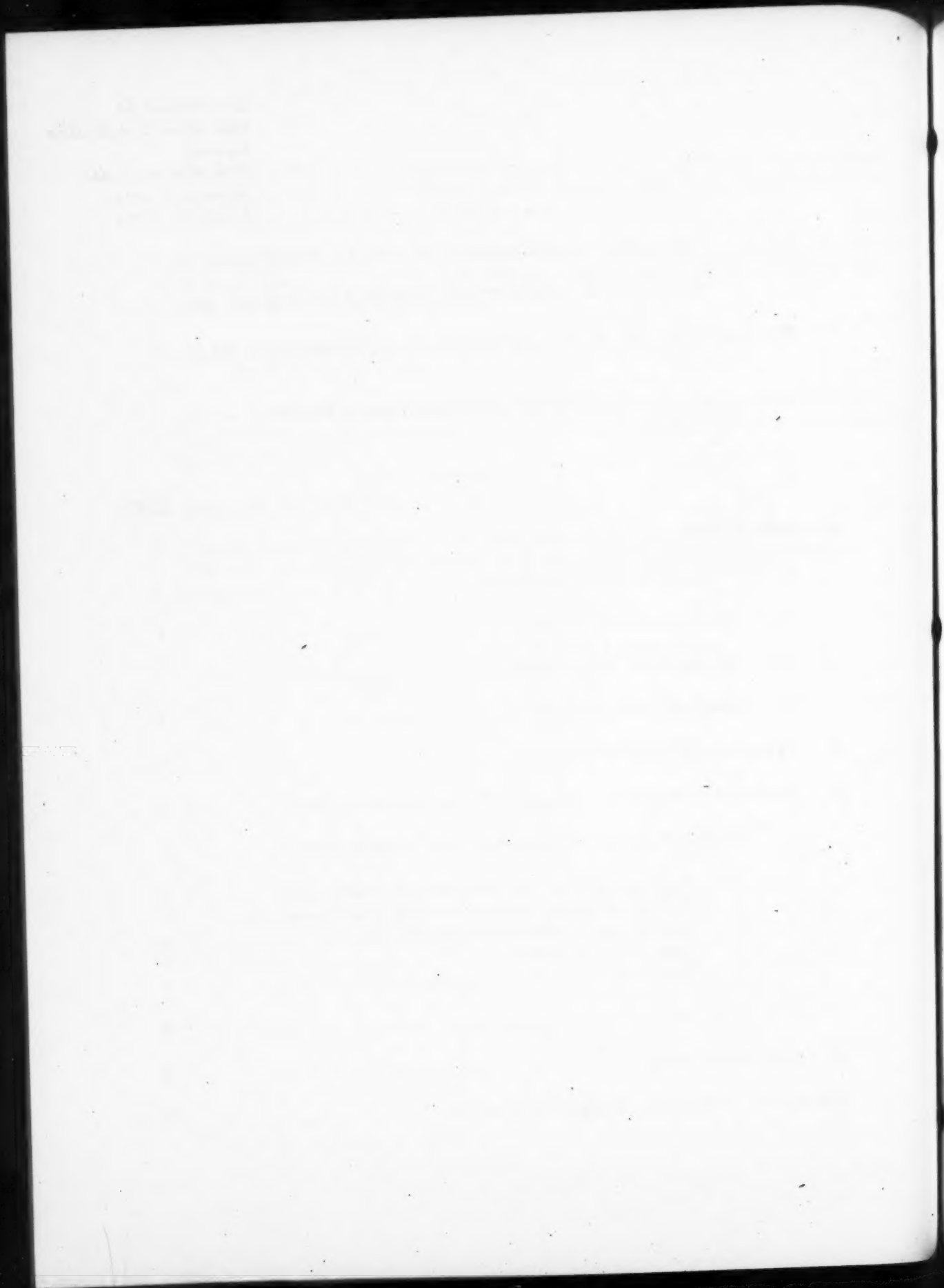
NATIONAL CONFERENCE ON SOCIAL WELFARE

EXECUTIVE COMMITTEE - MEMORANDUM NO. 145

Working Paper for Ad hoc Committee on Conferencing in the U. S.

ANNUAL vs. BIENNIAL FORUM

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## A. INTRODUCTION

### I. Purpose of Working Paper

The major purpose of this working paper is to re-examine the premises and findings of the three previous committees on biennial national forums and the recent NCSW Study Commission in light of recent changes in the field, the present experience of the Conference and potential future developments.

### II. Problem

The problem may be stated simply: "Should the national forum of the NCSW be held biennially?" The solution of this problem should be reached on the basis of what is best for the social welfare field as a whole.

### III. Background of Problem

This problem is a hardy perennial for the Conference. It was first considered seriously in 1932, then in 1939, again in 1948 and most recently in 1958-59. The arguments pro and con a biennial national forum, with or without regional conferences in the off years, <sup>1/</sup> have been fairly consistent over the last twenty-five years. In brief, the five major arguments may be summed up as follows:

#### Arguments for Biennial

##### 1. Multiplicity of conferences

There are too many meetings in the social welfare field.

##### 2. Lack of new program materials

There are not sufficient new developments and materials to justify annual national forums. Programs formulated on a regional basis would be more pertinent for local purposes.

#### Arguments for Annual Forum

##### 1. Reduces need for additional conferences

The Annual Forum structure provides opportunities which reduce the need for other conferences annually.

##### 2. Social welfare is developing rapidly

The scope and importance of social work and social welfare are developing rapidly. The problem is not one of searching for new program materials, but one of selection. There is no such thing as regional social welfare.

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<sup>1/</sup> As pointed out later in this paper, a number of patterns involving a biennial forum have been proposed. Generally, there has been an assumption that the NCSW would undertake some sort of regional activity in the intervening years.

3. Size and complexity

The present Annual Forum is too large and complex to meet the individual needs of attenders.

3. An annual national forum meets the needs of the field

Social welfare is a complex field. The size and structure of the Annual Forum make it possible to provide meetings and other services to meet the needs of the wide range of persons involved in the field.

4. Increased attendance and participation

Regional meetings would be more appropriate and practical for workers, laymen and local communities. Some sections of the country would benefit by regional conferences.

4. Rotation of Annual Forum meets needs of country

The present Annual Forum is essentially a regional conference now. Attendance is largely regional, while the leadership is national. Relatively few of the same people attend every year. The problem of racial discrimination may prevent even regionals from serving the South and Southwest. Some regions would have to wait longer for national forums and regional conferences would offer increased competition to state conferences.

5. Economy - fund and resources

Social welfare agencies and the Conference would save money.

5. An annual national forum is the economical use of funds and resources

Many functions are accomplished at the Annual Forum, including consultation with experts, informal communication between lay and professional workers, the bringing together of jobs and workers. Without an Annual Forum these would probably be accomplished in some other manner. In addition, since few people attend each Annual Forum, the change to a biennial would not necessarily reduce the costs to agencies and individuals.

From the above list of major arguments it is obvious that there are strong reasons for both a biennial and an annual national forum. Some of the reasons are contradictory. There appears to be one overriding consideration. Individuals and organizations in general want a forum, improved if possible. Those who favor biennials with regional conferences appear to want the same values that are present in the annual national forum plus additional opportunities. This obviously is a difficult goal to achieve.

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The three committees which studied this problem and the Study Commission came to the same general conclusions, namely:

All the main values of regional conferences could be secured with less expense and work through well organized state conferences and a well planned national forum which rotates to all sections of the country.

Since the NCSW Executive Committee has recommended that this question be pursued in consultation with other interested groups, it would seem that consideration should be given to recent developments in forum activities in the social welfare field. Briefly, these major developments may be summarized as follows:

1. An increase in regional conferences by specialized national agencies;
2. Negligible developments in state conferences, some actually growing weaker;
3. Demand for increased emphasis on generic subject matter at the Annual Forum - broad economic and social problems and basic issues and problems in social welfare;
4. Demand for more time for specialized subject matter at the Annual Forum;
5. An increasing amount of generic subject matter on the programs of national and regional conferences of other organizations;
6. Stabilization of NCSW membership and finances;
7. Rapid development and growth of interest and participation in the International Conference of Social Work.

The Ad hoc Committee on Conferencing in the U. S. <sup>2/</sup> after reviewing these developments and various alternatives for meeting them (See Plans on page 4) on February 14, concluded that serious consideration should be given to a Biennial National Forum Only.

#### IV. Methods and Procedures

The major method used in the compilation of this working paper is the analysis of NCSW committee reports and findings of recent studies available to the staff. It was not considered practical or useful to secure additional data from other groups at this time. A list of the sources is presented in Section D, Sources of Data.

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2/ Executives and Board members from APWA, NASW, NSWA, CSWE, UCFC, and NCSW

The following assumptions were used for guidance in preparing the working paper:

1. The social welfare field will continue to grow;
2. The NCSW will continue to provide the forum function for the field;
3. State conferences should be strengthened;
4. Regional conferences and national conferences under the auspices of specialized national organizations will increase in number;
5. The national organizations with generic interests and memberships will give increasing attention to forum activities on all geographical levels.

#### B. SUMMARY OF CONCLUSIONS

Various plans were examined during the period of the Study Commission study as a change from the traditional annual national forum. The major ones were:

PLAN A - Biennial National Forum Only

A national forum on the present pattern held once every two years with no NCSW meetings being held in the intervening year.

PLAN B - Biennial National Forum with Regional Conferences

A national forum held in alternate years and regional conferences in the off years.

PLAN C - Annual National Forum - Alternately Generic and Specialized

A national forum held in one year with program planned by the NCSW Program Committee and national conferences of certain Associate Groups held in one city and at one time in the off year.

PLAN D - Present Pattern

A national annual forum with some modifications of the present pattern.

As we have noted, the Study Commission adopted PLAN D. However, since the NCSW Executive Committee and the Ad hoc Committee on Conferencing in the U.S. have suggested further study of PLAN A, the balance of this paper will be devoted to a discussion of this plan.

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C. ANALYSIS OF PLAN A - BIENNIAL NATIONAL FORUM ONLY

I. Implications of Biennial National Forum Only

There were several overriding considerations which led to the decision of the Ad hoc Committee on Conferencing in the U. S. to take a hard look at a national forum held every other year. These considerations may be summarized as follows:

a. Multiplicity of conferences

The Study Commission concluded that "there is growing restiveness among boards of directors, appropriating bodies and agency managements throughout the country about the greatly increased costs of conferencing. The concern relates to demands on staff time as well as the dollar expenditures." The consensus of the Ad hoc Committee on Conferencing in the U. S. was that the problem of the multiplicity of conferences and their costs is not critical when viewed against the contribution of conferences to staff and agency growth and in relation to total social welfare expenditures in the U. S.

However, there was substantial support for reducing the demands on the social welfare field, if some practical way could be found to finance a biennial national forum. Some members felt that a biennial forum might also "provide some 'elbow room' for the field and establish a precedent to other national organizations to follow this pattern," thus further reducing the number of national meetings.

b. Increasing demands on NCSW for International Social Welfare

There has been a rapid development and growth of interest and participation in the International Conference of Social Work. With the international and national social welfare meetings held in alternate years, it would provide a more realistic and equitable work load for the present staff.

c. Stabilization of NCSW membership and finances

There are some persons who are skeptical of the ability of NCSW or a generic social welfare conference to finance itself on an annual basis in face of the growing competition from specialized conferences.

These considerations need to be examined, both for the premises on which each one is based and for the respective merits of each against the other considerations which have been put forward in support of the other plans.

We will assume, however, that for purposes of discussions these considerations are valid and that a biennial plan for a national forum on social welfare is a sound one. Therefore, we shall proceed to examine the problems of implementing such a plan.

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1. Organization, Program and Administration

One of the assumptions implied in the proposal that the Conference hold a biennial national forum is that staff could be reduced. It is true that several staff members would not have full-time jobs in the off year if no additional tasks were added.

However, it is unlikely that the skill and competence required in Forum administration and staff services to the Program Committee could be secured on a once-every-two-year arrangement. Familiarity with operations is a necessity, placing importance on continuity in all key positions. The staff is considered to be as small as it can be to operate a national forum the size of the present one. Therefore, it cannot be assumed that key permanent staff can be reduced.

The question of how the staff is to be employed in the off year is closely related to the extent to which the Study Commission recommendations are carried out. The Commission report stated that "Full implementation of the program planning procedures will require the full-time services of one professional staff member." Whether the service envisaged could be provided by the staff time released as the result of changing to a biennial would need to be investigated. Other staff services might include increased services to state and international conferences, improvement and extension of the publications program, increased public interpretation and increased membership participation.

2. Membership and Annual Forum Attendance

There is no sound basis on which to anticipate the attendance at a biennial national forum. It is assumed in this paper that it would be approximately 10% over the average attendance at annual forums.

Unfortunately, NCSW membership is related closely to Annual Forum attendance, and it is assumed that this would continue with a biennial. It is estimated that, at present, 75% of our new members and 25% of our renewal are secured as a direct result of the Annual Forum. Since it is unrealistic to think that the number of biennial forum registrations would equal that of two annual forum registrations, it is reasonable to assume that there would be a drop in membership. Furthermore, there would be a question of whether a membership base on the present basis or even on a two-year membership basis would be practical.

3. Relationship with Associate Groups

It is difficult to anticipate how a biennial would affect our relationship with Associate Groups. In this paper it is assumed that the Associate Groups would participate in a biennial Forum in approximately the same way that they now take part in the Annual Forum. At the present time an effort is being made to encourage the Associate Groups to pay larger assessments

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than they are now doing. It seems doubtful whether much progress could be made along these lines if the national forum were placed on a biennial basis.

#### 4. Impact on the Field

The Study Commission concluded that the Conference "has been, since its establishment, one of the primary instruments for keeping social welfare programs abreast of the changing American scene." Whether its leadership in this role could be maintained on a biennial basis needs to be evaluated.

The Annual Forum serves a useful purpose in stressing the common or generic interests of individuals and organizations and this contribution would be lessened. One important way in which the Conference influences the field is through the publications of the Proceedings of the Annual Forum. If these were issued every other year, only one-half as much material would be published as in the past.

#### 5. Finances <sup>3/</sup> (thousands)

Exhibit A contains a summary of the financial implications for the NCSW of a biennial forum. These are based on the following assumptions which grow out of the preceding statements:

- a. Registration fees. None in the off year; 10% above the average in the year of the biennial.
- b. New members. 75% drop in the off year; 10% above the average in the year of the biennial.
- c. Membership renewals. 25% drop in the off year; no change in the year of the biennial.
- d. Staff costs. No part-time staff in Columbus office in off year, making a reduction of \$3,000.; 5% above the average in the year of the biennial.
- e. Administrative Services. 45% drop in the off year; 5% above the average in the year of the biennial.
- f. Travel. 20% drop in the off year; no change in the year of the biennial.
- g. Rentals. 60% drop in the off year; no change in the year of the biennial.

On the basis of these assumptions, our best estimates are that for a two-year period (one year with no forum and one year with a biennial), there would be a deficit of \$22,800. (See Exhibit A for details.)

It has been suggested that a substantial increase in registration fees, perhaps doubling the present fee (\$12.00 for members and \$26.00 for non-members) should be made, i. e. the registration fee to be based on the per capita cost. This procedure could meet the anticipated deficit providing the atten-

<sup>3/</sup> Consult Exhibit A - Table on Budget for PLAN A



dance held firm. A high registration fee does raise some serious questions about what would happen to the approximately 1000 one and two-day attenders who register each year.

One other possibility for income to make up this deficit would be to provide conference services to other organizations on a contract basis. It is assumed that these would be professional services which would be consistent with the objectives of NCSW. The most logical one is, of course, the ICSW. However, the ICSW would have to secure some additional income to pay for such services. It has been suggested that such services might also be offered to other national organizations.

## II. Conclusion

### PLAN A - Biennial National Forum Only

The NCSW could change its present pattern of holding its national forum on an annual to a biennial national forum if approximately \$23,000. in new funds could be secured in each biennium.

It will be recalled that the Conference is now attempting to secure \$25,000. a year for implementation of the Study Commission recommendations. Whether such funds, if secured, could be used to meet some of the anticipated deficit caused by a biennial would need to be explored.

### D. SOURCES OF DATA

The following data were used in compiling this working paper:

#### 1. Report of the NCSW Biennial Committee, 1932

The major recommendations were that:

- a. The Conference continue its present policy of holding an annual forum;
- b. The Conference develop its plans for service to and cooperation with state conferences in order that all conferences, both state and national, may better serve social welfare.

#### 2. Report of Committee on Regional and Biennial Conferences, 1939

The major recommendations were that:

- a. The Conference not consider any planning on a regional and biennial basis;
- b. The Conference observe the rotating regional plan with special effort to get into the South and Southwest;

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- c. The Conference continue study and effort in the direction of simplification of its program and schedule of meetings;
- d. Increasing effort be made as finances permit, to cooperate with state conferences in a way to enhance their value to their constituents.

3. Report of NCSW Study Committee, 1949

The major recommendations were that:

- a. The Conference should be continued in its present form;
- b. The Conference should be related more closely to state conferences of social work;
- c. The Conference should be related more closely to the National Social Welfare Assembly.

4. Report of Study by Arthur Greenleigh Associates, 1959

The major recommendation was that the Conference should continue holding its national forum on an annual basis.

5. Report of Study Commission on the Future Role of NCSW, 1959

The major recommendation was that the forum of the National Conference should be continued on an annual basis.

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EXHIBIT A

Budget for PLAN A (thousands)

Biennial National Forum Only <sup>1/</sup>

Receipts-Items	Average 1957-60	Year with no forum	Year of the biennial only	(c + d) Total
a	b	c	d	e
1. Members-Renewals	\$65.2	\$55.4	\$65.2	\$120.6
2. Members-New	15.6	5.0	17.2	22.2
3. Registration Fees	29.5	none	32.1	32.1
4. Publications	11.7	1.2	13.5	14.7
5. Exhibits	16.6	none	18.3	18.3
6. Other (ICSW)	<u>15.5</u>	<u>15.5</u>	<u>15.5</u>	<u>31.0</u>
7. TOTAL-Receipts	\$154.3	\$77.1	\$161.8	\$238.9
8. TOTAL-Expenditures	<u>150.8</u>	<u>105.2</u>	<u>156.5</u>	<u>261.7</u>
9. Surplus or Deficit	\$ 3.6	- \$28.1	\$ 5.3	- \$ 22.8
<u>Expenditures-Items</u>				
10. Salaries & Wages	\$70.6	\$67.6	\$74.1	\$141.7
11. Administrative Serv.	43.2	13.8	45.4	59.2
12. Travel	16.1	13.2	16.1	29.3
13. Rentals, etc.	17.3	7.0	17.3	24.3
14. Other	<u>3.6</u>	<u>3.6</u>	<u>3.6</u>	<u>7.2</u>
TOTAL-Expenditures	<u>\$150.8</u>	<u>\$105.2</u>	<u>\$156.5</u>	<u>\$261.7</u>

<sup>1/</sup> See page 7 for assumptions

Column a - regular "line" items in financial report

Column b - income and expenditures - average 1957-60 (4 years)

Column c - income and expenditures - year with no national forum

Column d - income and expenditures - year with biennial forum only

Column e - income and expenditures - biennium